The impact of accumulation of resources and excessive engagement on Work-Life-Family Balance

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Abstract

In the contemporary, demanding global world, achieving a balance between work, personal life, and family has become a challenge and sometimes even impossible, impacting the overall well-being of individuals, families and organisations. Well-being, covering aspects such as physical, mental, and emotional health, faces challenges primarily due to stress (Batat, 2022).

Despite the linking engagement with wellbeing, recent studies have begun to reveal that engagement can have negatives impacts on wellbeing and potentially lead to workaholism. This shift requires further research to explore and examine the topics and potential drivers behind (Kusik, Tokarz and Klosowska, 2024)

In respond of this gap, this research aims to examine how the pursuit of resource accumulation influences work engagement and subsequently, the Work-Life-Family Balance (WLFB) of individuals actively full-time employed and with family roles. This can include being parents, adult children, siblings or couples . The research will focus on the Mexican socio-economic context, where the sample population are part of the middle-high class. Additionally, this research will adopt an inclusive gender approach, as the contemporary landscape demands a more understanding of individuals' foundational needs (Kagitcibasi, 2014).

The findings of this research are crucial for individuals and also for future generations grappling this conflict, as argued by Blair and Obradović (2018), but also have implications and interest for organisations that seek to improve the employee experience, understanding that individuals wellbeing and balance directly influence performance (Batat, 2022). Stimulating future research in HR and organisational studies by embracing one part of the employee experience and well-being.

The study targets individuals actively full-time employed and with family roles. In Mexican socio-economic context, where the population are part of the middle-high class and is characterised by having an income between $22,000 MXN and $78,000 MXN per month (INEGI, 2021). Ensuring diversity in socioeconomic backgrounds, genders, and ages. The research will integrate qualitative deep view.

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The impact of accumulation of resources and excessive engagement on Work-Life-Family Balance

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Acknowledgements

To God, that provided me the necessary tools to keep going when I doubted myself.

To the literature and other researchers for helped to understand the world with compassion.

To my parents for helping me become who I am.

To my heart for trusting and listening to my dreams, allowing me to get this far.

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Abbreviations

EE	Employee Experience
Family	Family Supportive Organisations
HR	Human Resources
OS	Occupational Stress
WLB	Work Life Balance
WLFB	Work Life Family Balance

Chapter 1: Introduction

1.1 Introduction

While engagement is often linked to wellbeing, recent studies have begun to reveal that engagement can have negatives impacts on wellbeing and potentially lead to workaholism. This shift requires further research to explore and examine the topics and potential drivers behind (Kusik, Tokarz and Klosowska, 2024) In respond of this, the research aims to examine how the pursuit of resource accumulation influences work engagement and subsequently, the Work-Life-Family Balance (WLFB) of individuals actively full-time employed and with family roles.

Balancing the complexities of work, family, and personal well-being poses a considerable challenge, because it involves psychological and organisational perspectives. The majority of the studies have focused on how maternal employment might negatively affect children and overall family well-being (Comstock, 2023; Blair and Obradović 2018). However, the contemporary landscape demands a more inclusive and human-oriented approach (Kagitcibasi, 2014). In the 21st century, with the increasing need for both genders to work, studies have gradually taken more comprehensive understanding of the work-family interface, recognising the intricate dynamics and influences that affect workplace performance (Blair and Obradović 2018). Today, the complex interplay between work and family roles frequently leads to an imbalance and a lack of clearly defined boundaries. Affecting individuals and resulting in work- family conflict (Boxall and Macky, 2014). Finding a WLFB has become a challenge in today's demanding global society (Batat, 2022). This not only impacts the immediate well- being of individuals but also has enduring effects on the growth and development of future generations (Blair and Obradović 2018) and the workplace performance (Batat, 2022).

The research is limited to the Mexican economy which has a capitalist economy with some government interventions. As examining human experience within the framework of their economic context is essential (Özlük, 2023).

Capitalism is defined by Block (2018) as an economic system characterised by private ownership where the production is controlled by private individuals that pursuits the

accumulation of wealth. While mixed economies combine elements of capitalism and government intervention. Capitalism attributing causal power to the economy neglects the importance of human-oriented needs and social aspects (Block, 2018), leading to an imbalance that has increased for decades (Diener and Seligman, 2004).

1.2 Research Objectives

The research will explore how the pursuit of accumulation of resources and excessive work engagement impacts the Work-Life-Family Balance (WLFB) of individuals actively full-time employed and with family roles. This can include being parents, adult children, siblings or couples. Within the Mexican socio-economic context, where the sample population are part of the middle-high class. regardless of gender and organisation from a human oriented perspective. Additionally, explore strategies for mitigating these stressors.

Previous studies have been shaped by a patriarchal viewpoint (Comstock, 2023; Blair and Obradović 2018) However, the approach must be regardless of gender (Beham *et al*., 2023).Additionally, most research is based on a perspective to benefit the organisation, resource accumulation, high performances, employer branding along with other HR practices (Peters, 2023), rather than the genuine WLFB of the individual. The research will identify the role of support organisations in mitigating occupational stress and enhancing the WFLB.

Objectives

1) Explore how the accumulation of resources impact work-life-family balance.

2) Examine excessive work engagement that contribute to unhealthy work-life-family balance among individuals with full-time jobs.

3) Explore strategies for cultivating supportive organisational environments to improve work-life-family balance for individuals with full-time jobs.

1.3 Research Questions

1) How does accumulation of resources impact Work-Life-Family Balance?

2) What is the negative impact of excessive engagement for individuals working full time on WLFB?

3) How organisations can achieve and maintain Work-Life-Family Balance and avoid excessive engagement for full-time talent?

Recognising these factors, this research seeks to fill this gap and contribute insights crucial for the well-being of individuals, families, and organisations.

1.4 Research Methodology

The study will target actively employed individuals and with family roles. This can include being parent, adult children, siblings or couples. Within the Mexican socio-economic context, where the population are part of the middle-high class. Ensuring diversity across socioeconomic backgrounds, genders, and ages. Qualitative methods will be employed to capture a comprehensive view of the current WFLB and make sense of the subjective meanings of the participants always generate trust and participation (Saunders, Lewis and Thornhill, 2019). The sample will consist of actively employed individuals and with family roles.

Research instrument: In-depth semi-structured interviews will be conducted to gather qualitative insights to understand the interviewed thoughts and meanings and compare them with the theory (Cunliffe, 2011).

Data analysis: The interviews will be coded, analysed and categorised by themes to identify some similarities and patterns. The findings will be categorised according to the 3 research objectives.

This research will adhere to NCI ethical forms, ensuring the protection of participants and privacy. Participants will be ensured of confidentiality. Any identifiable information will be anonymised.

1.5 Research Structure

Chapter 1: include the introduction, the current conflict, the gap in the research, and the objectives of the research.

Chapter 2: include the literature review. Commence with the background of accumulation of resources, how the improvements of the economy led into other objectives such as lifestyle. How organisations began to develop practices that maintain and enhance the performance and engagement of the individuals and explore how these practices may negatively impact the personal and family lives of individuals.

Chapter 3: emphasises the research methodology that shows how the primary research was conducted, the data analysis and limitations.

Chapter 4: include the data analysis that provides an overview of the semi structured interviews conducted with the 7 participants who work full time with a family role. This can include being parent, adult children or siblings. In this chapter the findings are categorised. It discussed the coding and themes that emerged and compared according to the 3 research objectives.

Chapter 5: include discussion of the findings of the research where the findings are contrasted and compared current literature review.

Chapter 6: conclusion of the assignment summarising the main findings and insights from the research. Followed by recommendations based on these findings and areas for further research.

Chapter 2: Literature review

2.1 Introduction

The literature review is a chapter where the researcher shows their understand of the field, exploring the key theories, concepts and ideas, as well as the main issues and debates on the topic (Saunders *et al.* 2019). Authors have research how accumulation of resources affects individuals, but it has not been explored how the accumulation of resources can be a drive that encourage individuals to be engaged with work and consequently presents levels of workaholism and stress (Choi, 2013). The purpose of this section is to explore the research related to accumulation of resources and work engagement as potential drivers that negatively impact to work-life-family balance (WLFB) base on a human oriented perception rather that organisational perspective. Opening with the discussion and understanding of accumulation of resources and the negative relation that it can have to the individual and a possible motivator of excessive engagement. The fine line between work engagement and workaholism as possible trend that have emerged because of accumulation of resources, organisational objectives, individual personalities and how some authors have related or differentiated them and their impact on WLFB. Definitions of key concepts on the topic will be included and the chapter will conclude with research discussing basic aspects in which organisations can be supportive in this matter. This chapter will adopt a neutral and inclusive perspective, considering the growing dual earner families and that gender roles have changed (Sharma, 2023).

2.2 Understanding accumulation of resources

The resources, wealth and assets that an individual can accumulate have been a controversial topic depending on the perspective, whether from a material point of view or from a social perspective. However, both perspectives agree that these include

material goods such as real property, personal property like money, clothing, cars, electronic devices, as well as lifestyle services like travel and other similar experiences (James, 2008). In real life people tend to relate accumulation of resources with wellbeing, comfort, pleasure and life quality, making it one of their main life goals (Stelzner, 2022). However, in some cases that may be just the surface, it also may have a negative impact on the individual making necessary a deep understanding of where it originates and what it can mean for the individua (Diener and Seligman, 2004).

Block (2018) defines accumulation of resources or wealth a result of an economic system where the production of goods and services are driven by market forces and the individuals pursue their economic interests. This system originated when individuals tried to satisfy human needs such as food, shelter, clothing and other necessities. Individuals began to focus on accumulating some resources and ensuring survival for them and their families or communities (Diener and Seligman, 2004). This approach is one of the principles that have helped civilisations and economies develop as we know them today (Block, 2018).

However, after the publication of Adam Smith, one of the key writers on the functioning of the economy and development, which discusses organisations role as the main key to generating wealth. Several economists still rely on this contribution and are a continued source of inspiration (Braeman, 2022). Although he also mentions some aspects about individuals, the focus is on wealth and accumulation of resources or as Edwards and Rees, (2016, p.287) argue, "the strong exploiting the weak".

After the Industrial Revolution some economies developed rapid levels of growth and wealth, ensuring not only to basic human necessities but also to the creation of goods and service and their accumulation, allowing individuals to work hard in different ways to achieve it and even become a life goal (Diener and Seligman, 2004).

Having an understanding about the root of how the accumulation of resources arose and why, it is necessary to know the impact it can generates for the individuals and the society.

Despite the worldwide scientific and intuitive evidence linking wealth and wellbeing (Stelzner, 2022; Diener, Tay and Oishi, 2013), the accumulation of resources itself generates stress for those who possess them. Achieving these resources is exhausting and time consuming but additionally once individuals achieve them it becomes more stressful maintaining and earning more. This pressure to continue strive for what it calls ¨success¨ potentially neglecting personal, family wellbeing in pursuing monetary achievements (Block, 2018).

In contrast, Stelzner (2022) asserts that some research indicates high resources are not related to wellbeing and argues that these studies have not been adequately mathematically modelled. Interestingly, Stelzner found that high resource incomes can increase individual wellbeing, but after reaching a certain income level, the increase in resources has no effect on individual wellbeing.

Both findings can be correct, the outcome depends on the perspective and what is being measured. However, the need to approach this matter from psychological wellbeing perspective is crucial for the mental health of individual (Kagitcibasi, 2014).

There is a significant relation between accumulation of resources and psychological pathologies such a lack of the self-clarity, where the individuals are unclear about their values and seek external validation, lead to more levels of stress anxiety (Godlewska-Werner *et al.*, 2020) and other mental disorders (Biscontini, 2023). It is very likely that this may encourage materialism (Kasser and Kanner, 2004; Diener and Seligman, 2004). Therefore, the following section will explore materialism.

2.2.1 Exploring materialism

Materialism is a belief that nothing exists except matter and how humans understand the world of matter through perception. However, nowadays the term materialism is most

frequently used to refer to an excessive desire for wealth where individuals prioritise achieving goals to impress others instead of focusing on self-wellbeing (Nash, 2022). Individuals focus on visible possessions and where are defined by what they own and consume. Some issues that individuals face due this issue are low self-esteem, lack of self-clarity, narcissism, lack of empathy and difficulties in their relationships (Kasser and Kanner, 2004). Additionally, this can lead to aggressive behaviours and problems in developmental problems within family and future generations (Lv *et al.*, 2023). In contrast, individuals who put human needs over material resources are happier with their life, work, family and general wellbeing (Monnot and Beehr 2022).

Organisations may see materialism as beneficial, where employees develop levels of materialism, as this can be related to productivity. Whether intentionally or not, organisations create and utilise this value to their advantage.

From a theorical perspective, rewards-based values are motivational for individuals and can increase their levels of commitment and engagement within the organisation (Deckop, Giacalone and Jurkiewicz, 2015). Therefore, the following section will discuss the engagement and its impact on individuals.

2.3 Understanding Impacts of Engagement

The term work engagement was mentioned for the first time by Kahn (1990) who defined it as "the harnessing of organisation members selves to their work roles¨; people employ and express themselves physically, cognitively, and emotionally during role performances, making them connected, involved and focus on their work environment.

Organisations began facing challenges in a changing and uncertain environment, realising that they needed strategies to navigate these complexities by having innovative, creative, and diverse teams where employees can face difficulties (Bhowon, 2013). Added to this, the tight labor market, turnover and absenteeism played a critical role in the development of practices and Human Resources strategies. One of the results of this HR strategies was

the development and promotion of engagement. With this commitment and engagement, the organisation's objectives can be met and improve the immediate well-being of employees. The benefits of work engagement are well known. Where individuals show higher levels of job satisfaction, motivation, commitment and sense of belonging and organisations have better performance that their competitors (Tripathi and Singh, 2023; Yucel, Şirin and Baş, 2023; Taylor, 2021).

However, it is crucial to recognise and understand that the relationship between wellbeing and engagement is curvilinear, while moderates levels of engagement are beneficial, additional engagement and commitment can lead to negative impacts (Boxall and Huo, 2022). High levels of commitment and emotional connection with the job can have negative consequences, leading to excessive engagement, where individuals spend long hours of their day thinking about their work affecting individuals' psychological wellbeing and may lead to burnout and to work-family conflict. Individuals bring work-related thoughts, stress and work issues to their personal life (Biron and Burke, 2006; McMillan *et al.* 2002). Additionally, technological advancements have contributed to blurring the boundaries between work life and family. Activities such as checking emails, receiving calls, and accessing work data outside the workplace have been common. This makes it easier for work to intrude into family and vice versa, resulting in increased difficulty for individuals to maintain a balance between these two life domains (Bhowon, 2013).

There are three factors directly related to work engagement: vigour, dedication and absorption. Vigor refers to the energy individuals develop their roles and can continue despite challenges. Dedication reflects enthusiasm and inspiration of the employee. And absorption, involves high involvement at work, where time passes very fast and there is no desire to withdraw from the workplace. These three domains highlight the complexity nature of engagement (Schaufeli *et al.,* 2022).

The deep absorption, vigour, dedication and commitment can make it difficult to disengaging from work, experiencing prolonged periods of work-related thoughts even outside work, thereby affecting the relationships, especially the within the family (Di

Stefano and Gaudiino, 2019; Serrano-Fernández *et al.,* 2016). This excessive engagement, high work demands, and high levels of commitment are recognised as workaholism (Bakker *et al.,* 2013; Ersoy-Kart, 2005; McMillan *et al.,* 2002). The following section will discuss the relationship between excessive engagement and workaholism.

2.3.1 Workaholism

Most authors consider engagement and workaholism two different concepts, with engagement positive (as discussed previously) and workaholism negative. However, there is a close relationship between engagement and workaholism since both share the main characteristics such as deeply immerse in their work, commitment and certain level of autonomy (Di Stefano and Gaudino, 2019). The narrow line that engagement can turn negative nowadays has become a threat that need to be studied (Boxall and Huo, 2022).

Workaholism is an excessive focus on work without any apparent financial reasons. Individuals who work more than fifty hours per week can also be considered workaholics (Ersoy-Kart 2005). However, it is not only about hours, but also about the ability to disconnect, these individuals experimenting an internal drive to work, often feeling guilty when not engaged in work activities even if they are just thoughts (McMillan *et al*., 2002; Spence and Robbins 1992). Their job expectations are more, expecting something beyond financial rewards, doing voluntary effort and often beyond the organisation's objectives and requirements, making them attractive as they achieve the best results and performance at more affordable cost (Scott, Moore and Miceli, 1997).

Workaholism is related and influenced by the personality of the individual such as, self-efficacy (Serrano-Fernández *et al.* 2016) obsessive-compulsive (Hameed, Amjad and Hameed, 2013) and perfectionism (Mudrack, 2004). However, a relationship with economic reason also have been found (McMillan *et al.* 2002).

In the relationship founded between engagement and workaholism made a contrast emerged. Not all workaholics are ¨real¨. Understanding this distinction is essential to avoid overtheorising the work. Both share high levels of commitment and work investment, but ¨real¨ workaholics are driven by addiction and other mental health issues, while committed individuals should not be considered ¨real¨ since they work for passion and devotion (Loscalzo and Giannini, 2017).

However, real, or not, for pleasure, to gain more resources or psychological reasons the impact is undeniable. More individuals are finding themselves needing to work constantly and the promotion of engagement may play a crucial role in triggering workaholism (Hameed *et al.,* 2013; Mudrack, 2004) Additionally, it may encourage individuals to behave the same way at home as in the workplace when in fact, they should be more compassionate. This can affect their relationships, mental health, and wellbeing (Serrano-Fernández *et al.,* 2016). The following section will define individual wellbeing to understand how to balance work and life without compromising individual wellbeing.

2.4 Exploring Wellbeing and the relation with Work-Life-Family balance

2.4.1 Wellbeing

Wellbeing is multidimensional concept described as a state of general physical, mental/emotional and spiritual health. It is important to note that the concept of wellbeing is relative to the individual. What one perceives a state of wellbeing may not necessarily resonate for others even when they are sharing considerations such as the situation, gender, age, culture and religion (Ungvarsky, 2023; Batat, 2022). In reality, wellbeing is a very difficult term to describe due its subjective nature (Van Der Deijl, 2023) Subjectivity entitle both, conscious and unconscious thoughts and emotions of an individual that build

a perception and understanding of the world. Some authors recently such as Batat (2022) and Rodríguez-Prat and Monforte-Royo (2023) argue that the basic need of wellbeing are three general entities: personal, social, and cultural.

However, nowadays wellbeing also encompasses financial status and feeling of a balance. For the purposes of this research the next section will explore work-life balance, as to achieve financial status without compromising wellbeing is a current necessity (Ungvarsky, 2023).

2.4.2 Work-Life Balance

To understand the work-life balance (WLB) is necessary to start with life balance. Life balance is the ability to manage different responsibilities, activities and dominions letting each one interacting to the other without neglecting personal space (Batat, 2022).

Balancing work and life involve adopting a lifestyle that allows individuals to meet work objectives and enjoy free time for personal life. Adults strive for success, and often believe that prioritising careers over personal relationships or even their personal life is necessary. The accumulation of resources also plays an important role here. Individuals seek to increase their income by spending more hours at work which affect their personal life and therefore the balance (Biscontini, 2023).

WLB is problem for most individuals, especially due to technology that encourages the blurring of the boundary between the two (Comstock, 2023). The initial key to effectively establishing a work-life balance may involve organise leisure time with the same care and rigor as work hours. Within leisure time some of the main measures to achieve this balance include exercise, give personal space, reduce stress, enhance enjoyment, adequate sleep, and a nutritious diet. Naturally, how individuals prefer to handle free time can differ significantly. However, in a society where time is already limited the organisations must encourage and implement activities as part of their training and development agenda to help individuals to meet this balance (Comstock, 2023; Kara and

Sarol, 2021). Additionally, promoting mindfulness and body mind- techniques into the workplace can play a crucial role for WLB (Hooda and Singh, 2022).

It is important to recognise that although work may have negative impacts, it a crucial component for achieving a satisfactory life, not only in economic terms but also in terms of purpose. However, individuals often find themselves in a challenging position when it comes to finding work-life and work-family balance (Boxall and Macky, 2024). The following section will explore some topics related to work-family balance.

2.4.3 Work-Family balance

Work-family balance is the equilibrium individuals try to achieve between work and family responsibilities, two demanding domains in an individual's life, where involve daily transitions between two different worlds, shaping the individual. Despite this, they represent one of the most challenging concepts to study. Work and family are different but are interconnected especially since the Industrial Revolution where the workplace of most individuals ceased to be home (Clark, 2000). In recent decades, this challenge has intensified as the workplace has witnessed changes, including increased work hours, intensity work, high engagement, stress, the inability to disconnect, and technological advancements. (e.g., checking emails outside regular schedules). These factors lead to less quality time for leisure and lack of full attention to family (Blair and Obradović, 2018; Bhowon, 2013).

This situation puts the individuals in a difficult position, as the financial need of the family rise, necessitating an increased focus on earning income through work. Across the globe, a shared aspect of life connects people: Individuals invest a significant amount of their time in providing the needs of their loved ones (Nikolić Ivanišević *et al.,* 2023). This commitment is time consuming since work is often demanding and stressful. Throughout human history, individuals have fulfilled these roles, working long hours. The term ¨labor of love¨ is commonly used to depict these efforts, being the family a motivational factor in

dedication to work, Impacting individuals, their families, and the development of the new generations. Since due the nature of both domains, the individuals do not know how to build barriers between them to find a balance (Blair and Obradović, 2018).

The approach to achieving work-family balance has faced a new challenge in the literature in recent decades, as most studies have been focused on man. However, the approach should be gender neutral and human oriented, as the rise in dual-career couples and family's responsibilities are no longer limited, inclusive perspective is essential (Bhowon, 2013; Byron, 2005). Controversially, Hill (2005) argued that it is important to recognise that man spend more time engaged at work and tend to experience less stress and more resilience compared to women, putting women at disadvantage in achieving work-family balance.

This difference may stem from societal expectation that family is more significant for women while work and career achievements for man. However, significant gender differences in the salience of work and family roles were not found (Bhowon, 2013).

In understanding human development, it is essential to recognise fundamental human needs that transcend gender, cultural, economic, or religious differences. Regardless of background, the importance of human rights and dignity underscores the belief that all individuals deserve respect and the opportunity for psychological wellbeing and personal development (Voydanoff, 2013).

For decades most of the studies have explained why playing one domain makes playing the other more difficult and their negative impacts (Nikolić Ivanišević *et al.,* 2023; Blair and Obradović, 2018; Hill, 2005; Clark, 2000). Contrarily, work may also have a beneficial impact on families and vice versa. This is known as work-family enrichment. This shows the positive interactions between work and family roles can promote wellbeing more significantly than focusing on the conflict (Sharma, 2023). However, ethical, and healthy workplace and organisation culture, is fundamental for work-family enrichment and it is not easy to achieve (Lim *et al.,* 2023).

Work and family despite their conflict, are very important for the individual. Finding WLFB is essential for the wellbeing of not just the individual but also the family and society given that the problems generate within each domain will be transferred to the other, exacerbating the conflict. Balance be achieved spending more time at home with the family, helping to reduce stress. In fact, spending quality time with the family may improve the perception for the individual that work is beneficial for the family, decreasing the guilt and stress of the conflict and performance at work promoting work-family balance (Comstock, 2023).

Previously work-life and work-family have been discussed separately. In the following section, these concepts will be explored together.

2.4.4 Work-Life-Family Balance

Balance among, personal life work, family responsibilities and is essential to maintain the balance. The absence of personal and family time leisure activities leads to stress and contribute to mental and physical health issues (Comstock, 2023; Biron and Burke, 2006). Fulfilling work (Work), personal wellbeing (Life), harmonious family relationship (Family) are the most challenging topics to balance nowadays (Blair and Obradović, 2018). However, there is not much literature about life balance in conjunction with these two domains. WLFB is characterised by managing time, energy, and resources to these roles, ensuring that neither aspect dominates at the expense of the other (Comstock, 2023; Biscontini, 2023).

Research and practice on wellbeing, mental health, and disbalance have focused on treating pathologies instead to prevention. There was a belief that wellbeing would come naturally follow once pathologies were eliminated. However, there is a need to have a different approach by focusing on individuals with high levels of wellbeing in the topic instead to focus on the conflict (Huppert and So, 2013), as for years it has been argued that these domains have an inherent conflict due their demanding nature. However,

findings suggest that domains of wellbeing such as work life and family mutually can support each other. Where experiences in one domain can enhance positive emotion and energy. Benefiting the individuals, family, and society at the same time (Rodríguez-Prat and Monforte-Royo, 2023; Lim, *et al.,* 2023).

WLFB involves wellbeing, a multidimensional concept that includes different aspects of individuals life. Several authors classify these aspects differently, but overall conclude that the main entities are physical, mental, and spiritual health. Wellbeing is a subjective concept that depends on individual characteristics and life perspectives (Ungvarsky, 2023; Batat, 2022). To achieve wellbeing financial stability and work are part of the individual fulfilment and life satisfaction. However, balancing work and personal life is challenging, especially with the demands of the modern world (Comstock, 2023; Biscontini, 2023). In addition to this challenging process, individuals with families find themselves in an extra burden: trying to meet family needs can directly impact them, creating an inevitable cycle of unbalance that led to conflict (Nikolić Ivanišević *et al*., 2023; Blair and Obradović, 2018; Bhowon, 2013). Set up physical, temporal, and psychological borders between these domains may be crucial for the balance (Clark, 2020). However, some authors argue that work, life, and family do not always have to be in conflict and isolated, as they can enrich each other (Rodríguez-Prat and Monforte-Royo, 2023; Lim, *et al.,* 2023). Nevertheless, work is one of the primary generators of stress that inevitably impacts WLFB (Biscontini, 2023; Hooda and Singh, 2022). Therefore, the following section will explore stress.

2.5 Exploring Stress

To explore stress and how it impacts the individual, it is necessary to understand the origins. Human societies have stablished rules and determine behaviours that the individuals should follow. These rules are focusing more on efficiency, progress, and production that on individual wellbeing. People must face deadlines, generate resources,

achieve life satisfaction, meet family and community responsibilities, leading to high levels of stress. Nowadays the chronic stress is very common and normalised that even children are beginning to show signs of stress. The long-term consequences of stress may be devastating, with several human illnesses and disorders such as abnormal functioning of internal organs to fatigue, allergies, heart disease and even cancer (Piotrowski and Hollar, 2023). From a psychological perspective stress is a natural response to being alive, any situation can be a source of stress and all individuals experience it. However, some individuals, due to their personal characteristics experience higher levels of stress (Sutherland and Cooper, 1990).

There are several reasons why individuals may experience stress but in today's world is related to a tension imposed by the expectations of the society, under the belief that the individuals are a source of work and accumulation of financial resources. Humans find themselves with high levels of stress living to work, rather than working to live, in a seemingly endless cycle of production and consumption (Orquiza, 2024). Due this endless cycle individuals face impacting their wellbeing and balance the following section will explore the work stress or occupational stress.

2.5.1 Understanding Occupational stress

The specific type of stress related to work demands and pressures is known as Occupational Stress (OS). OS can affect people's general wellbeing, their ability to perform at work and generate mental and health disorders. The relationship between OS and individual wellbeing has increased since the 21st century due the technological advancement, which allow work to extend beyond regular working hours (Dunn, 2023; Hooda and Singh, 2022). This impact to the family balance as we have previously discussed. OS has been developed in both developed and underdeveloped countries in varying degrees. Employees perceive OS when heavy workload, lack of support from the organisation, colleagues or when they sense limited control over work procedures. OS can lead to increased levels of addictions such as workaholism, alcoholism and

depression as well as negative effects on physical health (Biron and Burke, 2014). The consequences of OS extend beyond the individual, affecting family and community as well (Sutherland and Cooper, 1990).

Now that we have explored the current effects of accumulation of resources, engagement as a motivator of workaholism and stress, and the resulting negative impacts on the WLFB its necessary to act on the matter. Regardless of the gender or personality of the individual, organisations may play a very important role in the destiny of individuals, the economy, and the world (Edwards and Rees, 2016). Therefore, it is crucial to understand how organisations can improve employees experience, as well as the wellbeing of their families and the community (Voydanoff, 2013). The following section will explore the basic aspect organisations can improve employee experience.

2.6 Employee Experience

The workplace is more than just a functional space for a paid job or a role, it is a multidimensional and multilevel that shapes experiences for individuals (Batat, 2022). Employee experience (EE) is defined by Batat (2022) as ¨ employees' subjective and evolving perceptions of their cognitive, behavioural, and emotional state, along with their social interactions among the employing organisation and its related social actors, whether they are internal or external. These perceptions are derived from numerous encounters affecting the well-being of employees and their perceived value throughout their experiential journeys within organizations ¨. EE and wellbeing within the workplace are inherently subjective. Subjectivity here, involves both conscious and unconscious thoughts and emotion of an individual shaping the perception and understanding of the world. Strategic HR scholars have increasingly turned their attention and recognition toward examining employee's behaviour and experiences (Batat, 2022). These experiences are part of individuals wellbeing that directly influence various domains around as they spend a long time of their life working (Voydanoff, 2013).

Positive EE must be genuine and not just driven by the desire to meet HR objectives such as employer branding, reducing turnover, engagement, improve performance and other HR aspects. These outcomes should be seen as result of the true HR objective, which is the wellbeing of the individuals. It is essential to understand that this wellbeing encompasses not only their professional life and experiences within the workplace but also all human concern of the individual including personal life and families. If this approach is implemented as a label, it is destined to fail (Bratton, 2007). However, there are recent research on EE that focus more on improving employer branding and individual performance rather on the wellbeing of the individual (e.g., Harlianto and Rudi, 2023). Even the research by Jamshed and Arshad (2023) mentioned that the EE is the next step of engagement, where individuals want to spend more time working. As argued previously this can put the individuals in a difficult situation and their wellbeing at risk.

In human experience, achieving work-life and work-family has been challenging. There are approaches and theories from different perspectives that are subjective. However, what is common for all is that individuals lack the knowledge to navigate this. It is emphasised that if cultural norms fail to provide guidance on achieving balance, organisations must step in (Hutchings and De Cieri, 2017). Therefore, Family Supportive Organisations FSO play a crucial role improving overall EE, the support provided significantly contributes to enhance WLFB and can lead to work-family enrichment (both ways) (Ollier *et al*., 2020). FSO are organisations that include family support policies and family supportive supervisors who are sensitives and supporting to meet families' responsibilities. In fact, support received at work is one of the most crucial resources that can help employees cope with high demands of both domains. It crucial for organisations to actively transition towards becoming family supportive entities to enhance the WLFB. However, although this is not a new topic, it has not been widely discussed (Taheri, 2021; Ollier *et al.*, 2020). This may be because there is a perception that is difficult for

organisations to being profitable while also providing this kind of support for employees (Agrawal and Puri, 2021)

2.7 Conclusion

Exploration of accumulation of resources, materialism, engagement, workaholism, WLFB stress and EE show the complex role between personal wellbeing, organisational objectives and societal expectations. The accumulation of resources is part of the social norms, often seen as a pathway to life satisfaction and security. However, this can lead to materialism and other psychological issues.

Engagement, while is known as a positive term within HR practices, can become workaholism, the impulse to work excessively often detriment of personal relationship and meal health. This lack of balance is exacerbated by occupational stress driving by demanding work and blurring health boundaries between work and personal life. Achieving WLFB becomes one of the most challenging aspects that an individual can experience.

Organisations play a crucial role in shaping EE and supporting WLFB by implementing FSO policies. Acknowledging individuals as integral part of their community rather than a source of production.

In today's sociality the concepts of accumulation of resources and engagement have become normalised and may be a source of mental health issues and need further understanding.

Chapter 3: Research Methodology

3.1 Introduction

The research tries to be focused on human-oriented perspective rather on organisations benefits. Where the aim is to seek how the accumulation of resources impacts the individual and the work engagement. Within the Mexican socio-economic context, where the population are part of the middle-high class based on the income data published by INEGI (2021). To individuals working full-time, as part-time and full-time employees have different conditions and expectations. Where full-time employees spend at least 40 hours per week at work may present higher levels of work-life conflict and greater level of work engagement and negative impacts (Chambel *et al.,* 2017).

Therefore, the research will be applied from a social research approach where the findings are presented verbally or in a non-numerical form. Such as Robson (2011) define real-world research when it comes to humans and their issues with the social world interactions, and it is usually in a small-scale understanding that the social world is viewed as a creation of the people involved. However, the natural meaning of the ¨real world¨ is bit contradictory to this theory that says that everything is relative to perceptions.

Qualitative methods for business studies have been little applied compared to quantitative methods. Since the focus has been placed on effectiveness and results. It was thought that the most accurate approach was based on the systems, numbers, structure. However, organisations are made up of people so the need to make it more interpretative, across narratives and subjectivist is a contemporary way of researching (Cunliffe, 2010).

3.1 Research Objectives and Questions

Objectives:

1) Explore how the accumulation of resources impact work-life-family balance.

2) Examine excessive work engagement that contribute to unhealthy work-life-family balance among individuals with full-time jobs.

3) Explore strategies for cultivating supportive organisational environments to improve work-life-family balance for individuals with full-time jobs.

There have been a lot of research on how to make organisations increase employee engagement, but little haven been said about how it can affect the individual in their personal and family life. The research aims to address the gap in the literature on regardless the gender how the accumulation of resources and excessive engagement may impact the Work-Life-Family Balance.

Research questions:

1) How does accumulation of resources impact the Work-Life-Family Balance?

2) What is the negative impact of excessive engagement for individuals working full time on WLFB?

3) How can organisations achieve and maintain Work-Life-Family Balance and avoid excessive engagement for full-time individuals?

The research objectives and questions are a guide to help the researcher explore how the accumulation of resources, excessive work engagement impact to Work-Life-Family Balance and how organisations can contribute to.

3.2 Research Philosophy and Approach

Research objectives solve some questions or problems. Different approaches to the data haven been taken by researchers and it is an important role for the direction the

research will take. What type of data will be collected, the techniques and how the researcher collected data is the central of what is called the ¨research onion¨ (see Figure 1 below):

Figure 1: Research onion **(Saunders *et al.*, 2019).**
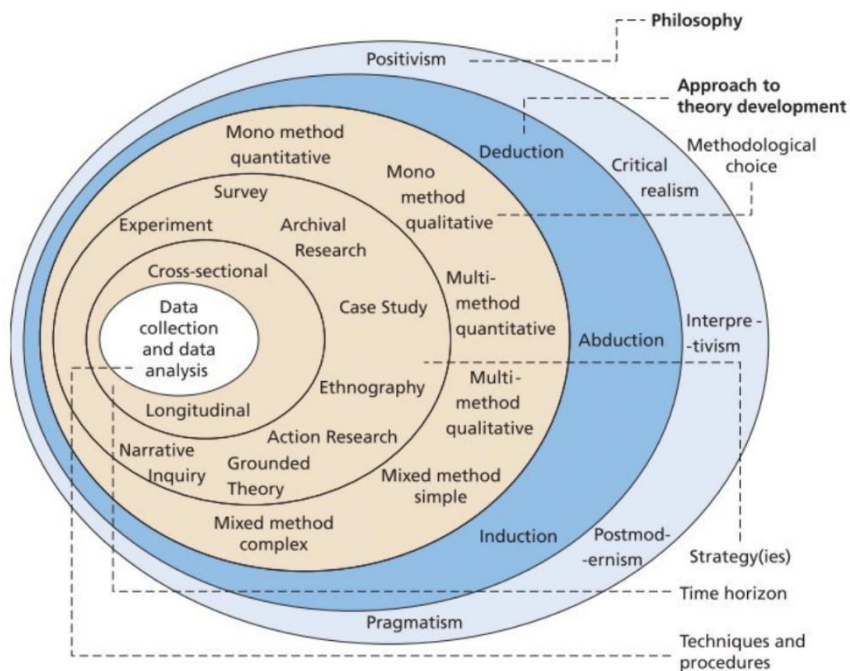
Figure 4.1 The 'research onion'
Source: ©2018 Mark Saunders, Philip Lewis and Adrian Thornhill

Research philosophy is a system of beliefs, assumptions or interpretations that help the human to understand and develop what is called knowledge (Saunders *et al.,* 2019). Whether the researcher is conscious or not throughout the process, several assumptions and interpretations about the realities and the ¨study of the being¨ are generated (ontological assumptions), about the functions and ¨study of the knowledge¨ (epistemological assumptions) (Saunders *et al.,* 2019; Moon and Blackman, 2017; Cunliffe, 2010).

Subjectivism ontological incorporates that social reality is made through the persecutions

and consequences of individuals experiences in the social world (Saunders *et al.,* 2019; Robson, 2011). This research will follow the subjectivism ontological due the social nature of the project that aims to explore individuals and how they can be impacted in their life and family (social world). Giving the researcher the opportunity through interviews and data to explore, recognise and validate the experiences and interaction of the researched (Cunliffe, 2010).

Following subjectivism, the recommended practice is interviews and a qualitative approach instead a quantitative where the participants experiences and interactions can be in-depth collected to validate the knowledge about the relationship with their social world in a specific context (Robson, 2011; Cunliffe, 2010) Additionally, a researcher is part of what is researched, which makes it subjective (Saunders *et al.,* 2019; Robson, 2011).

The inductive approach will be used in this research as Cunliffe (2010) and Punch (2005) mentioned that in the explore for the social world through a subjective ontology, the induction approach is central. Induction is an approach where theory is developed through intensive examination of experiences and try to understand the nature of the problem (Saunders *et al.,* 2019; Punch, 2005). However, ¨while induction is central, deduction is needed¨ (Punch, 2005, p. 196). Aligning with, the third objective of this research to deduce based on the data, some measures organisations could take to keep the Work-Life-Family Balance in context.   This add value to the research by obtaining information from the participants who are experiencing the topic in context (Saunders *et al.,* 2019). However, misconceptions or bias may arise (Robson, 2011).

Interpretivism is a methodology, while interviewing is a method commonly used in qualitative research. When researching individuals and their interactions with the social world, ¨the researcher needs to make sense of the subjective and socially constructed meanings expressed¨ (Saunders *et al.* ,2019, p. 568). Interpretivism and the mono-method qualitative are associated and considered the most suitable (Robson, 2011; Cunliffe, 2010). Following this, semi-structured interview and ethnography approach are more suitable and will be used for this research (Saunders *et al.,* 2019; Robson, 2011;

Cunliffe, 2010) For the nature of the research an exploratory research design will be followed where semi-structured interviews may can be very helpful to understand the context, the relationship between the variables, explore the existing theories and compare them (Saunders *et al.,* 2019).

3.3 Data Collection

Data collection is the process where researchers gain information to prove their arguments and find answers. Data collection has two categories. Primary data allows the researcher to obtain appropriate data to the context, purposes and objectives of the research while secondary data is previously collected by other entities and different purposes (Saunders *et al.,* 2019). In a qualitative design approach may use a single primary data collection such as semi-structured interviews (Saunders *et al.,* 2019). Interviews is a very common and appropriate typology used in social research, allowing extensive flexibility of response and deep interaction where the participant is largely free to express their vision (Robson, 2011; Cunliffe, 2010). The data can be process by listening carefully and compared with the theory using the inductive approach. This can generate more appropriate insights into how their social world is perceived, compared with surveys, questionnaire or quantitative approach where participants may provide low responses rates and other issues such as reading and writing. In contrast, interviews allow a better control over these issues (Saunders *et al.,* 2019; Robson, 2011), aligning with the ontological approach in the current research. The interviews will be used as the primary data of the research.

Another method was discarded because similar research (Hagen, Bogaerts and De Caluwé, 2023) identified a key limitation as the lack of direct approach with the participants perceptions using quantitative methods. Additionally, qualitative approach is the most suitable approach for addressing the gap of this research due to the nature of

the topic (Kusik *et al.,* 2024). Following the objectives of the research and applying small in scale and modest in scope (Robson, 2011). The data collection will be based on 7 semi-structured interviews to selected participants within a middle-high class level where accumulation of resources can be evident. Full-time job with no less than 2 years in the same organisation. Consider themselves engaged and committed and involved in family roles. This can include being parents, adult children, siblings or couples. In semi-structured interviews the researcher has key questions and a checklist with the topics to be covered as a guide. The approach allows flexibility during the interview. This means that not all the interviews need to cover the same questions, and the sequences of the questions may change according to the flow of the conversation. The data will be recorded, and notes may be taken and providing space to open comments or unplanned questions (Saunders *et al.,* 2019; Robson, 2011). The planning prevents poor performance, researcher preparation is fundamental. The researcher will understand all the key concepts related to the topic, ensuring validation and interpretation. To build trust with participants, ensure success and better understand of participants experiences, the researcher is integrated into their cultural context (Saunders *et al*., 2019). The researcher will ensure to listen more than talks, put clear questions and eliminate cues that lead to respond in a particular way (Robson, 2011) Given the current location of the researcher, the interviews will be conducted by video call and will be recording with previous participant authorisation. The potential participants will be located and contacted through the researcher´s personal networking. The interviews will be in Spanish, the native language of the participants and the researcher and further translated for the aim of this research. This also can generate more confidence and deep understanding for the participants and the researcher (Saunders *et al.,* 2019). A pilot test will be conducted with a participant who has a similar profile, but the interview results will not be part of the research in order gain confidence for the researcher, estimate timing and ensure the pilot participant understood.

3.4 Population and Sampling

The population is individuals actively full-time employed and with family roles. This can include being parents, adult children, siblings or couples. Within the Mexican socio-economic context, where the population are part of the middle-high class. Having an income between $22,000 MXN and $78,000 MXN per month (INEGI, 2021). Ensuring diversity in socioeconomic backgrounds, genders, and ages. The research will integrate qualitative deep view.

Determining a research sample impact directly to insights. The sample is a selected group relevant to the research (Robson, 2011). To create a purposive sample and acknowledging the key relation between them and the research that are a middle-high class level where accumulation of resources can be evident. Full-time job with no less than 2, this can include being parents, adult children, siblings or couples.

Multiple-case sampling will be applied to gain confidence to the results, selecting similar and contrasting cases such individuals in the same conditions mentioned above but with different socioeconomic backgrounds and different industry. Additionally multiple-case sampling may help to prove if the emerging theory is transferable (Miles *et al*., 2020).

The researcher decided the 7 participants profile because it is the most suitable sample.

3.5 Participants Profile

The seven participants (3 males, 4 females) were chosen to ensure gender balance, represent diverse industries, ages and socioeconomic background. All participants are actively engaged in their work, are fulltime employed, native Spanish speakers and were informed the reason for the interview and the objectives of the research. The participant profile is shown in the Table 1.

Table 1, participants profile

Name	Gender	Age	Principal family role	Socioeconomic Background	Industry	Hours working per week	Years Working in the same organisation	Current Income in MNX per month
Emilio	Male	50	Father and husband	Low	Construction	55 hours	10 years	70,000- 75,000
Lourdes	Female	55	Mother and wife	Low	Textil	50 hours	25 years	65,000- 70,000
Natalia	Female	30	Adult children and sister	Lower-Middle	Automotive	40 hours	3 years	60,000-65,000
Rodrigo	Male	42	Father	Lower-Middle	Education	40 hours	10 years	65,000- 70,000
Jair	Male	29	Father and husband	Upper-Middle	Food	42 hours	6 years	65,000- 70,000
Stefania	Female	37	Mother and wife	Lower-Middle	Hospitality	40 hours	2 years	35,000- 40,000
Ceci	Female	30	Adult childer and sister	Upper-Middle	Financial	45 hours	4 years	60,000-65,000

3.6 Data Analysis

In qualitative research, primary data is mainly analysed by the meanings derived from words and images. However, words and images have multiples and unclear meanings. To process and analyse the data easily, coding and categorised according to the themes are recommended. This led to a structured approach to answer the research objectives and questions (Saunders *et al.,* 2019). Data will be collected though semi-structures interviews. The findings of the interviews will be coding and categorising by research objectives and subthemes within the objectives. The main categorisation will be based on the 3 research objectives, which will further be divided into themes and finally into codes. Theses codes will be based on phrases and quotations. The data will be compared and analysed to identify relationship between variables and finally the data will be compared with the literature review (Miles *et al*., 2020; Saunders *et al.,* 2019). All the data will be transcribed to analyse not only what the participants said but also the way they did. To avoid build-up of audio-recording the transcriptions will be completed within two days of the interview (Saunders *et al*., 2019). The difference between the participants and researcher

perspective will be recognised and respected during all the analysis to process the data correctly. The most significant findings will be described in the findings section that directly address each research questions such as examples.

3.6.1 Translation

To build trust with participants, ensure success and better understand of participants experiences, the interviews will be conducted in their native language (Spanish) and translated afterwards (Saunders *et al.,* 2019). Translate qualitative methods is a technical process that requires an understanding of the research objectives in the original language (English) as a comprehensive understanding to the cultural context, language (Spanish) and surrounding of the participants. This is the main reason why the interviews are conducted in Spanish. The researcher ensures an understanding of the objectives and concepts in theory and practice after and 6 years of professional experience in business and successfully pass the modules involved in the master's degree in human resources management that concludes with this research. The researcher also ensures that the terms and concepts have no significant difference in essence and meanings with the participants cultural context (Yunus *et al.,* 2022). Additionally, the languages and context share the same roots making the research more precise in these terms (Abfalter, Mueller-Seeger and Raich, 2021).

The interview content and coding were in Spanish, the translation will take place until reaching the findings to maintain the essence of the interpretation in the original language. The researcher will ensure the voice, meanings and experiences of the participants during the translation (Yunus *et al.*, 2022).

3.7 Ethical Considerations

When research involves people, ethical considerations are essential since the profundity of the topics can cause harm, stress, anxiety and other negative consequences (Robson, 2011).

Due to the nature of the research that involve work-life-family dilemma and the participants experiences, the researcher will be cautious with the words and approach during the interview. If the conversation becomes delicate or there is a noticeable change in tone at any point, the directions of the interview will be adjusted.

All participants were informed about of the nature and topics of the research, the structured of the interviews, as well as the purpose and objectives. Participants volunteered with the understanding that they have the right to stop the process at any point, withdraw the interview, and that the data collected is specifically for scholarly purposes. The names of the participants have been changed to ensure anonymity and protect their identities.

3.8 Limitations

This research has several limitations in the process, quality and results.

The main limitation is time constrains. The limited time given to complete a full-time master's dissertation is challenging. The assignation of supervisor and the outcome of the research proposal, following the exams period left only about two and a half months to truly develop it. The researcher was under pressure when trying to schedule interviews with the participants due their –7 hours' time zone difference. Additionally, all participants are full-time employees with many responsibilities due their family role and work engagement. This led the researcher to conduct interviews past midnight due the limited time available, possibly affecting the performance due fatigue.

The nature of qualitative research method: Qualitative methods included how research and researched are related and how it is examined. Because all the studies can reach just an approximation of the result this approach cannot be seen with more legitimacy than others (Robson, 2011). In Multiple-case Sample other limitation can arise, such as the

potential for generalisation issues (Miles *et al.,* 2020). Robson (2011), define real-world research when it comes to humans and their issues with the social world interactions, and it is usually in a small-scale understanding that the social world is viewed as a creation of the people involved. However, the natural meaning of the ¨real world¨ is contradictory to his theory that says that everything is relative to perceptions. Showing a limitation that findings are indeed relative and not ¨real¨. Gather information directly from the participants who are experiencing the topic in context, the researcher is part of the research therefore, misconceptions or interviewer bias may arise (Saunders *et al*., 2019; Robson, 2011).

The participants are part of the researcher personal network, which way mean that their responses are influenced or limited by this relationship.

3.9 Conclusion

For the researcher, it is fundamental to understand the different approaches in research. The methods have been meticulously chosen and analysed to ensure most accurate and reliable findings to meet the research objectives despite the limitations.

The research focuses on understanding the impact of accumulation of resources on individual, work engagement on individuals among full-time employees within the Mexican middle-high socioeconomic context. The research involves a social research approach through qualitative methods and interpretivist approach to explore experiences and interpretations of the participants. With 7 semi-structured interviews the research aims to gain rich insights that address the objectives.

Chapter 4: Data Analysis

4.1 Introduction

The participants explained their personal and cultural experiences of Work-Life-Family Balance (WLFB) in relation to the research objectives: accumulation of resources, work engagement, and how these concepts impact their WLFB. The research explained the specific definition of accumulation of resources. That include material goods such as personal property like house, money, clothing, cars, electronic devices, as well as lifestyle services like travel and other similar experiences (Block, 2018). This chapter shows the differences and similarities of their perspectives as a ¨real-word¨ and some comparations to the literature review. The first part of the chapter describes interviewers' profiles and their definition of WLFB. The body of the chapter includes the answers to the research objectives of this dissertation. Each research objective was assigned emerging themes that participants provided during the interviews.

4.2 Research participant's profile

All interviewees hold a fulltime job and are considered by themselves and by the researcher as individuals with engagement in their work. The participants are 3 males and 4 females, from 29 to 58 years old. All have a bachelor's degree, and Emilio, Stefania and Rodrigo, have a master's degree. The participants come from different seriocomic background but currently share a middle-high socioeconomic status. They have at least 6 years of work experience in their industry and have been with their current organisation for at least 4 years. All the participants have built their carriers in Mexico. All hold relatively high and integral positions within their organisation; however, they are not at the highest levels of hierarchy. Some participants (Natalia, Cecilia, Emilio and Rodrigo) are part of

multinational organisations and have experienced internationals organisation culture. All the participants have at least 2 roles in the familiar context. The interviewers lasted 32 min on average due to the time constrains. All the participants have Spanish as their mother languages (see table 1 in section 3.5 for more details.).

4.3 Interviews interpretation of Work-Life-Family Balance

To start an accurate analysis of the interviews and be able to answer the research objectives. It is necessary to identify the perspective and understanding of the interviewees against the key concepts in this research around WLFB. And the main barriers to achieving WLFB

4.3.1 WLFB definition

The participants agreed that the WLFB is to manage and organise the essential domains of an individual's life. All defined that WLFB involves taking the responsibilities of each role. Jair mentioned ¨having a work life but not neglecting the family aspect¨.

When Cecilia was talking about WLFB, she linked it to the amount of time an individual spends in life, saying ¨the hours you designate to how and with whom to live your life¨. Natalia added that it is not only about the time you designate to spend but the importance of quality. She said, ¨physically you can be with your family, but your mind is at work. Balance means to be fully present¨

Interestingly, only Natalia and Cecilia mentioned personal time, the others focused solely on work and family. All participants agreed that due the barriers, it is difficult to achieve this balance.

4.3.2 Barriers to achieving WLFB

The participants mentioned almost the same barriers that mainly affect the WLFB, being work responsibilities the principal. However, later will be described some disagreements in their opinions. Barriers to achieving WLFB was the second topic in the semi-structured interview, aimed at comparing the results before delving into the specific concepts of this research to ensure that these topics did not influence their responses.

Natalia and Cecilia (both from transnational companies) stated that these barriers depend on the personality of the immediate boss, since both have had totally different experiences in the same organisation and in the same position. They believe that the load, stress and demand of the job are primarily determined by the boss, rather than solely of the organisation or the job itself (though these factors also play a role).

In contrast, Jair and Lourdes mentioned that what triggers these barriers is the job´s demand. While Rodrigo and Emilio attributed them to organisational culture.

Figure 2 shows which themes emerged as their principals' barriers with those at the top being the most mentioned. Most of the barriers that impact on WLFB for the participants were discussed and identified in Chapter two (Literature Review). However, an interesting and repetitive new topic has emerged: distrust towards others.

Technology also plays an important role in their lives. As Stefania mentioned ¨sometimes they don't call me, but I feel the need to check my emails or instant messages just because technology allows me to do it¨.

While their industries are different, all confirm that due to the nature of their industry, their responsibilities are more demanding, requiring flexibility to answer calls, emails or other types of interruptions after work.

Figure 2, themes emerged as principals' barriers

Demanding nature of their industry: Ceciliia, Emilio, Jair, Lourdes, Natalia, Rodrigo, Stefania	Economic system: Ceciliia, Emilio, Jair, Lourdes, Rodrigo, Stefania	Excessive engagement: Ceciliia, Emilio, Lourdes, Natalia, Rodrigo, Stefania	Disturst of others at work: Ceciliia, Jair, Lourdes, Natalia, Rodrigo, Stefania
Technology: Ceciliia, Emilio, Jair, Natalia, Stefania	Professional development: Ceciliia, Emilio, Natalia, Rodrigo,	Inmediate boss: Cecilia, Emilio, Natalia	The final client: Jair, Rodrigo

The following section will include the answers to the three research objectives of this dissertation.

4.4 Research objective 1: Explore how the accumulation of resources impacts the work-life-family balance.

¨it impacts in every sense. Some people saying money doesn´t buy happiness, but of course it does. I mean, sadly we are in a world where if you don't have enough resources or economic goods, well, you don't have quality life¨

Cecilia

Before exploring this topic in the interview, the researcher explained what is meant by accumulation of resources. That include material goods such as personal property like house, money, clothing, cars, electronic devices, as well as lifestyle services like travel and other similar experiences (Block, 2018). During the interviews, the participants mentioned how they perceived the accumulation of resources. Although they were asked several times to explain their personal experiences, the participants consistently spoke in the plural and not in the first person. This may reflect cultural and learned patterns that have been normalised. This topic was not easy as is a deep and personal issue that many of them have not considered before. ¨it is something more existential, where you must deeply think about it, it is not easy to answer¨ (Emilio).

Bellow there are 6 themes, that emerged during the interviews that explore how the accumulation of resources impacts the WLFB (Table 1).

Table 1. Research objective 1.- themes and coding

Themes	Coding
Sense of security	Quality of life, education, psychological well-being, economic stability, security, family well-being, housing, power, luxuries
Life satisfaction	Success, travel, fun, well-being, recognition, fulfillment, personal development, self-pride, personal challenges, using money for experiences, enjoyment, happiness
Life style	Ways of living, luxuries, recognition from others, quality of life, comparison, overwhelming, living is expensive
Negative psychological impacts	Anxiety, sacrifices, addictive, effort, low wages, dissatisfaction, materialism, the more you have, the more you want, confusion, indecision about what to do with resources, insecurity
Economic system	Current economy, cultural traditions, normalized culture, genetic tradition

4.4.1 Sense of security

The participants agreed that one of the positive ways accumulation of resources can impact the WLFB is by providing quality of life and a feeling of security. The interviewers also highlighted that is very important for them to be able to have some luxuries and live comfortably, Cecilia said ¨resources translate into quality life¨. Except Natalia, who thinks living ¨simple¨ rather accumulate luxuries, but instead, invest in travel and experiences.

Jair added, ¨it impacts my family and me by making us feel secure, ensuring we do not lack anything. Maybe money does not bring happiness, but it provides peace of mind¨. From the basics like food, clothing, housing, education to travel and other experiences. All participants highlighted that it is very important to achieve quality of life and physical wellbeing, so they can eat healthily and in case of illness, they can access treatment immediately. People relate accumulation of resources with wellbeing, health, comfort, pleasure and life quality (Stelzner, 2022).

Cecilia, Jair, Lourdes and Stefania agreed that because of the accumulation of resources, they can access quality psychological help if needed, which is fundamental for their personal and family wellbeing as nowadays, most people require it. Lourdes argued, ¨You see, now everybody has anxiety and stress, and you need the resources to get treatment¨. It is a cycle where, by trying to generate and accumulate resources through the free market system, the individual risk their mental health and the use the money to resolve it (James, 2008).

4.4.2 Life satisfaction

All the interviewees stated that the accumulation of resources directly impacts their life satisfaction, as it enables them to achieve their goals and dreams, such as travel, entertainment, wellbeing, personal development and even happiness.

For those participants from lower class backgrounds, what they once saw others enjoy, they now experience themselves. For those from middle or upper-class backgrounds, what once belonged to their parents, they now achieve through their own efforts. This gives them a sense of success, fulfilment, recognition, and self-pride. Lourdes added ¨that is personal challenge that brings satisfaction and pride¨. Participants stated that the pursuit of accumulation of resources impacts their family and the quality of time together, but it is positive in terms of their own satisfaction and lifestyle. However, individuals can lose themselves in the pursuit of ¨success¨, neglecting other aspects of their life like family (Block, 2018).

4.4.3 Lifestyle

Some participants mentioned they have goals and a lifestyle to achieve and/or maintain, and wealth accumulation can help to achieve the. They were asked where these goals come from, whether they are personal, inherited, or have been recently generated. As a result, the majority showed some confusion (except Cecilia and Jair), as it was a topic not explored or considered before. Natalia mentioned ¨When you go out with friends or people, they tell you about new experiences, things they bought, or you see new items in stores that you want to buy, could be a part of sense of belonging but more to have the experience of owning it¨. Lack of self-clarity leads the individual who are unsure of their identity and desires, to seek what their community has (Godlewska-Werner, *et al.* 2020)

Most participants agreed that accumulating resources and having a good lifestyle can impact to their security and relationships as it brings recognition from others. ¨let´s be honest, people treat you base on how they perceive you¨(Lourdes). However, the community in which they lives is not very influential for Emilio and Jair. Although it may be that they haven't figured it out yet.

Individuals find themselves in a conflict called ¨labor of love¨ where the main motivation for going out to work is to provide financial support to the family, separating from the

family causes anxiety and stress (Blair and Obradović,2018). However, is interesting to note that even thought their family does not depend on them financially, all participants agree that accumulations of resources also generate stress and anxiety.

4.4.4 Negative psychological impact

The participants confirmed that trying to generate economic resources and accumulate them is exhausting and can produce insomnia, stress, pressure and anxiety in different ways. One of the most mentioned variables was that generating wealth is not easy and becomes addictive. ¨we always want more, and more¨(Rodrigo).

Only two participants mentioned the negative impact of accumulation of resources exist but is very low, the rest of the participants stated the psychological effect can be quite exhausting. Interestingly, these two participants are men (Jair and Emilio). Especially the female participants were nervous and confused about this topic. Women are at disadvantage since they tend to experience more stress in economic topics due to prioritise family and in this context, they make greater sacrifice. On the other hand, men seem to pay more attention and have greater resilience in these issues (Hill, 2005). However, participants agreed that accumulation of resources can cause psychological disorders there are not self-clarity, regardless the gender (Godlewska-Werner, *et al*. 2020).

4.4.5 Economic/ Cultural system

Participants goals have been influenced by the lifestyle of others, social media or economic context. All participants mentioned the economic and cultural system in which they operate plays a very important role. Everyone pursues their own economic interests (Black, 2018) ¨ in this system, if you want wellbeing, you must earn it¨ (Rodrigo).

¨It can be very overwhelming because of the social pressure, at the end of the day everyone does it¨ (Stefania). Participants confirmed that trying to achieve accumulation

of resources and a specific lifestyle can generates comparison and materialism. They have the sense that as in certain way what their possess communicates something about them to other, this is what they have seen and how they grown up (Kasser and Kanner, 2004). ¨It is not the most important thing, but it is necessary in the society we live in¨(Lourdes). The participants stated that to accumulate resources they had to make sacrifices, which were mainly having longer work hours and having less time for themselves and their families.

Cecilia was the only participant who openly declared no balance right now. ¨life is very expensive and it is increasing¨ (Cecilia). She and other participants emphasise the necessity to accumulate resources, which is one of the principal reasons they spend several hours engaged in work.

4.5 Research Objective 2: Examine excessive engagement that contribute to unhealthy WLFB among individuals with full-time jobs

¨You are so engaged in work that you forget what really matter, your family¨

Emilio

This section describes the participants responses about how the excessive engagement contribute unhealthy WLFB. Bellow there are 6 themes (Table 2), that emerged during the interviews and correspond to the second research objective.

The participants mentioned the accumulation of resources as the first factor that motivates them to remain excessive engaged in their work, except Jair, who mentioned it as the third. Participants were asked about how this impacted their personal space. However, responses were generally inconsistent.

Table 2. Research objective 2.- themes and coding

Themes	Coding
Sacrifices	Belief in sacrifice for success, lack of family time, work encroaching on personal time, personal sacrifices, work demand on family life, work responsabilities
Motivators for excessive engagement	Accumulation of resources, recognition from others, success, job satisfaction, life satisfaction, things going well, the final client, community, professional development, organisational culture
Workaholism	Long periods of work, pressure, excessive engagement, professional development, anxiety, personality, enjoyment at work cultural and familiar traditions
Negative impacts	Anxiety, sacrifices, addiction, effort, low wages, dissatisfaction, materialism, confusion, indecision, insecurity, behavior diferrences in work and personal life
Work disconnection	Personal-Famliar time, unclear boundaries, managing stress, distrust, work-related problems, technology
Distrust towards others	Turnover, uncommitted people, subordinates, time waste, double work, perfectionism

4.5.1 Sacrifices

The principal contribution to unhealthy WLFB for the participants is the lack of time to spend with their family. Often, they have had miss events or not being fully present mentally, being worried with work, or thinking creatively solve work related issues during family time (Nikolić Ivanišević *et al.,* 2023). Some participants have also noticed their family

members faced some problems. However, they could not be emotionally present due work demands. Emilio expressed this saying ¨I have also other problems¨ (Emilio).

Participants agreed that these sacrifices are necessary to gain benefits such as promotion, salary increases, rewards or other benefits. These situations are uncomfortable for most of the participants and cause feelings of guilt. Natalia expressed, ¨The best way to handle it is by being fully engaged and thinking as if I am the owner, otherwise, all these sacrifices will be for nothing¨.

Participants agreed that excessive engagement involves do activities beyond the standard (Scott *et al.,* 1997). The sacrifice degree depends on the personality, what some view as sacrifices, others see as normal responsibilities. ¨It is my job and is my responsibility to do it¨(Rodrigo). However, all the participants agree that at the end of the day, it will cause stress in some way.

Interestingly, while participants often mentioned family in this context, no one brought up their personal space.

4.5.2 Motivators for excessive engagement

The main motivator for excessive engagement is the accumulation of resources as mentioned above. Other concepts emerged such as being new in the position, having a new team, or a new boss. ¨You need to give your 100% to gain the trust of others and their recognition¨ said Cecilia.

Participants expressed that they spend a lot of time at work and therefore try to be engaged and enjoy it. ¨ I want the time pass fast, and that happened when you enjoy it, when you are fully present¨ (Emilio). Others like Lourdes, Jair simple enjoy the work itself.

Participants cultural and familiar context taught them to prioritise work, which serves as one of their motivators. ¨Work comes first¨ said Cecilia. Some participants believe they should have a better lifestyle than their parents provided, and therefore they act similarity to achieve it. ¨My parents instilled in me a hard-working culture¨ added Stefania. However, they do not believe this is the most ideal way for their WLFB, ¨but it is the way the life, the organisations work¨ remarked Natalia.

Another motivator is the avoidance of laziness and the desire to have a purpose for each day, ¨putting heart into every activity¨ (Cecilia). Some participant mentioned that organisational culture plays a key role, as they integrate them and influences their actions and leads them to cope to feel sense of belonging.

Excessive engagement leads to high results, the participants believe the results can define who they are, given them recognition from other for their abilities and achievements. Some of them have the goals to achieve higher positions and this requires demonstrating commitment and engagement, going the extra mile (Scott *et al*., 1997).

In contrast, Jair mentioned that his primary reason for being excessively engagement is passion, devotions and the satisfaction of the final client and colleagues. Giving him the sensation that is doing something good for others, much like Rodrigo (Loscalzo and Giannini 2017).

4.5.3 Workaholism

The participant declared that they consider themselves very committed and engaged employees. This has helped them develop and success within their work. Even when they have changed companies, they have maintained the same behaviour, remaining committed and engagement with work.

After exploring their experiences with excessive engagement, the participants were asked to define the term of workaholism in their own words. All of them agreed that workaholism describes people for whom work is the most important aspect of their life. Finding difficult to disconnect, spending long period of time at work, and being highly committed. The characteristics of each participant influence the degree of their excessive engagement (Serrano-Fernández *et al.,* 2016).

The participants were asked if they consider themselves workaholics to some degree, and all responded affirmatively. Some mentioned that they had never thought about it before, but after this interview, they realised they are. Some attributed it to their personality, describing themselves as follows: ¨to be honest, I am an intense person¨(Natalia) ¨I am a leader, and to be a leader you must be fully involved and very engaged in work¨(Rodrigo). ¨Well, but I enjoy it, I like it, I feel excitement and it is fun¨(Lourdes). All participants tried to find positive aspects to justify their degree of workaholism that the recognised. Participant affirmed that the main drivers towards workaholism are the accumulation of resources, recognition from others, and self-satisfaction in achieving their goals.

Jair and Stefania declared that at least one of their parents was a workaholic, so they tried to avoid it. However, both affirm it is not easy to avoid the patterns.

Interestingly, four of the participants who declared themselves to have some level of workaholism are either single or in process of divorce. Cecillia added ¨I am single, and able to be a workaholic to some degree¨. However, the other participants who are married or have children have not decreased their degree of workaholism.

4.5.4 Negative impacts

Apprehension, frustration, colitis, high blood pressure, skin problems, allergies, weakened immune system, insomnia, back pain, anxiety, gastritis, hair loss and dandruff. These are some of the most frequently mentioned negative impacts of excessive engagement.

The participant's behaviour differs at home. While Jair, Rodrigo, and Emilio (all male) said they are more compassionate and flexible at home the rest of the participants (all female) stated they behave similarly to how they do at work. However, being very kind and polite with colleagues (as normal) can sometimes lead them to explore at home with those they trust more.

Participants were asked if they generally felt stressed by work. Two of them responded that they are only stresses during working hours or when facing a deadline or a specific project. Others reported feeling stressed during workdays, other participant mentioned that is stressed all the time. Although they are trying to change this, they seem unsure of how to do so.

Lourdes said ¨nowadays, everything generates stress, so it is better to have this stress directed towards something that provides something, like work¨. Chronic stress is very common and normalised. Some participants experience higher levels of stress due their personal characteristics (Sutherland and Cooper, 1990). However, participants agreed that the primary source of stress is work (Orquiza, 2024) and the fear od not meeting expectations (Sutherland and Cooper, 1990).

4.4.5 Work disconnection

Participants find it very hard to disconnect from work, ¨it took me almost 4 years to be able to disconnect, and sometimes I still struggle¨(Natalia). They affirmed that they are trying but this still happening primary due to several reason such as: being new in a position, heavy workload, new colleges, lack of trust and new projects.

Most of the participants agreed that when they have a particular problem or issue, it is very difficult to stop thinking about it, and technology increases this inability (Blair and Obradović, 2018). In this section of the interview participants mentioned that this projects doesn´t happen very often.

4.4.6 Distrust towards others

Some participants including Natalia, Jair, Stefania, Lourdes, and Rodrigo, agreed that their excessive engagement and inability to disconnect from work stem from a lack of trust in colleagues or subordinates. This generates stress because they feel there is not the same level of commitment or that other cannot resolve issues as they do. Turnover is another factor. When new colleagues join, they often lack knowledge and require assistance. Participants know they need to train these new people, but they prefer to handle task themselves as they concerned that the new hires will eventually leave the problems will remain for them to address. As a result, they prefer to stay longer to oversee the work of other This situation of distrust towards others reveals obsessive compulsive traits and perfectionism (Mudrack, 2004).

4.6 Research objective 3: Explore strategies for cultivating supportive organisational environment to improve WLFB for individual working fulltime

The WLFB like the wellbeing are a multidimensional concept that is also subjective to the individual. However, there are basic human needs that can be considerate universal (Beham *et al.*, 2023; Voydanoff, 2013). Participants were asked to share strategies from their own experiences that organisations could foster to potentially benefit both,

themselves, and their colleagues to satisfice these basic human needs and to improve the employee experience. Participants shared some ideas that were not very clear especially when were asked if they believed these strategies could help their colleagues. However, in this section the most repetitive ideas are interpreted and explained in 3 themes that are bellow *(Table 3).*

Interestingly, some participants mentioned that achieving this balance is a utopia, as all the strategies involved are costly and would not be profitable for organisations.

Table 3. Research objective 3.- themes and coding

Themes	Coding
Genuinely supportive organizations	Respect leisure time, encorage for excesrsice, mindfulness techniques, yoga, self managing, being flexible, analyse the job responsabilites, redesing positions, supportive supervisors,focus on people
Family supportive organisations	Family roles, understanding, support, children's responsibilities, parents' responsibilities, flexible leave, matternity and patternily leave
Psychological training	Impacts of accumulation of resources, penness to unexplored topics recognition of the self, encourage exploring their own wellbeing, awareness, life pillars, share knowledge
Flexibility	Home office, hybryd model, flexible scheduals, overwhelming, woarkloads, imposible deadlines, fairness, human employees

4.6.1 Genuinely supportive organisation

Participants agreed that the organisations should foster a supportive approach for everyone. They emphasied the importance of conducting thorough in-depth analyses and descriptions of job roles and responsibilities, as the most engagement employees end up becoming excessive engaged, doing the work of others.

Redesigning positions and hiring more staff is another strategy to ensure a fair distribution of workloads (Peters, 2023). Extending assignment deadlines is crucial, Stefania

mentioned ¨sometimes deadlines are impossible to meet without taking your personal time¨.

Most of the participants agreed that their organisations have implemented some of these strategies to at least in a small degree (Except Jairs organisation). However, those who developed them are not fully involved in the real workload understanding or not guiding it in a supportive employee way. Other participants such as Cecilia and Emilio, mentioned their organisation are very commitment to some of these strategies (German and USA companies). However, in real life, while surveys are conducted there is no notable change: ¨Well, they do it, but the things are pretty the same since I started working there¨ (10 years) ¨(Emilio).

Reducing work hours was also suggested, not to encourage laziness, but to increase efficiency and enrichment (Ollier, *et al.*, 2020). Implementing supportive supervisor and surveys to assess job stress and workload from the bottom to the top can provide value information. Other strategies were mentioned for the participants such as encourage employees to help in manage financials and leisure time effectively and incorporate mindfulness techniques to improve wellbeing

4.6.2 Family supportive organisations

 Importance of giving employees time to attend children's festivals, meeting with schools or other family activities, as well as to care for their children when they are sick. This family role demands a significant amount of time (Taheri, 2021). For those without children, it was noted that they have more responsibilities, and it is important for everyone to understand these differences. As Cecilia mentioned, ¨probably one day I will be a mother, and I will need extra support¨. However, not all the participants believe they can be the extra support for other colleagues.

Participants confirmed that the most import point is the recognition that the employees are humans, with family needs and responsibilities (Diener and Seligman, 2004). This understanding should be from the top positions within the organisations.

4.6.3 Psychological support

Some strategies that participants have discussed include offering therapy sessions. For those who already implemented should be mandatory. Additionally training employees to be open to these psychological topics is crucial, as Emilio pointed out ¨there are many people who say, I am not a therapy person. But they are the ones who need it the most¨.

While some participants agreed that psychological wellbeing depends on the individual as Cecilia added: ¨it depends on the way everyone wants to live their live¨. Others believe that the organisations can provide knowledge about it, such as training, workshops, and talks that can help employees become aware of their fundamental pillar such as personal, familiar, financial, and cultural aspects. Remind people that even the world runs in an economic and competence way, there are other aspects to life beyond ¨success¨ like social interactions, family, and love (Diener and Seligman, 2004). Additionally possible impacts of being focus on wealth. Sharing this perspective can help individuals realise that while success is important, it is not the only thing that matters in life.   ¨It is all about knowledge, but many people are not aware¨(Rodrigo).

4.6.4 Flexibility

For the participants who cannot work in a hybrid model, they suggested that organisations could be benefit from offering a greater degree of flexibility.

Organisations should include initiatives to adapt to situations where workload becomes very overwhelming without consequences. ¨If you complain they see it as a weakness¨

(Stefania). The focus should be on achieving goals rather than strictly monitoring an hour worked or the online status. Emilio added, ¨sometimes I do not have any task, but it is not well seen to leave earlier¨.

Rodrigo also mentioned that not all levels of employees have the same flexibility. Basics need such as attending check-ups, medical and dentist appointments should be accommodated.

Additionally, flexibility with deadlines is very important, as meeting goals within strict time limit can be stressful. Organisations should shore compassion and understanding that various challenges can arise during completing a job.

4.7 Conclusion

In this section, the results obtained from the interviews were discussed, with the aim of answering the objectives set out in this dissertation. Several themes were analysed based on coding, highlighting both points of agreement and disagreement among participants, and comparisons were made with the existing literature review.

The interviews and the analysis of the perspectives of the participants proved to be a complex process, as many of them had not deeply explored the issues related to the negative impacts of accumulation of resources and excessive engagement can have on their WLFB. Instead, they tended to follow cultural and organisational patterns. However, some participants demonstrated a clear understanding of the impact.

Participants opinion vary regarding the source of the imbalance between work and personal life. While some expressed that the balance depends on their own management and personality, others attributed to the boss, the culture organisation or combination of these factors. Despite these differences, a common point is that the excessive engagement they develop in their work (regardless of the reason) are key factor contributing to the loss of WLFB.

Chapter 5: Discussion

5.1 Introduction

The findings of the research analysis will be discussed in this chapter. The results will be compared to the literature review.

This research aims to examine how the pursuit of resource accumulation influences work engagement and subsequently, the Work-Life-Family Balance (WLFB) of individuals actively full-time employed and with family roles, regardless of gender from a human oriented perspective. Additionally, to explore strategies for mitigating these stressors. The objectives of this research were to see the following:

1) Explore how the accumulation of resources impacts work-life-family balance.

2) Examine excessive work engagement that contributes to unhealthy work-life-family balance among individuals with full-time jobs.

3) Explore strategies for cultivating supportive organisational environments to improve work-life-family balance for individuals with full-time jobs.

The next section will discuss the findings of the data analysis and linking them to the literature.

5.2 Discussion

5.2.2 Objective 1.- The impact of accumulation of resources on WLFB.

The first objective of this research was to see the impacts of the accumulation of resources on WLFB.

The accumulation of resources that an individual can amass has been a controversial topic depending on the perspective. Some researchers such as (Stelzner, 2022) argue that the accumulation of resources plays a crucial role in individual and family wellbeing. However, this accumulation can also have negative consequences, potentially leading to issues that cannot be seen at first glance (Biscontini, 2023; Block,2018). A notable conflict arises in what is known as ¨labor of love¨, where the primary motivation for working is to provide financial support and wellbeing to one's family (Blair and Obradović 2018).

Wellbeing is a multidimensional concept, in which psychological part is essential (Ungvarsky, 2023). Personal and psychological issues, such as stress, anxiety, as well as phycological conditions like materialism, consumerism and lack of self-clarity can impact the individual and the WLFB (Nash 2022; Godlewska-Werner, D. *et al.,* 2020; Block, 2018).

When the findings were analysed, confirmed that the accumulation of resources provides a sense of security, enhances quality of life, and ensures access to necessary services. However, the results also showed significant negative impacts. The pursuit of accumulated resources often leads to increased pressure and a focus on "success" and a high lifestyle leading to materialism and consumerism. Other factors which were not major were also evident; stress, anxiety, and lack of self-clarity. Ironically, individuals end up spending their resources to address these psychological issues, highlighting the controversial nature of resource accumulation.

This can affect the individual and their relationship with family members and therefore disturb WLFB. The research found that the accumulation of resources emerged as the primary motivator for maintaining engagement at work and, showing that individuals follow the founded patterns because this is a normalised behaviour within their economic and cultural environment.

Organisations might see these conditions as beneficial for improving engagement and therefore productivity (Deckop, *et al.* 2015).

5.2.2 Objective 2.- The impact of excessive engagement on WLFB.

The second objective of this research was to examine the negative impact of excessive engagement on WLFB.

Little research has been carried out with respect to how engagement in the workplace can potentially cross the fine line into an excessive level, and where technology can blur the boundaries between work and personal and family life, potentially leading to workaholism (Hagen, *et, al.* 2023). While high levels of engagement and strong emotional connection with a job can drive individuals to work longer hours or dwell on work-related thoughts, this can impact psychological wellbeing (Biron and Burke, 2014; McMillan *et al.* 2002).

Despite this, many authors consider engagement and workaholism two different concepts. In which, the engagement is positive and workaholism negative (Di Stefano and Gaudiino, 2019).

Engagement is linked to satisfaction and wellbeing and workaholism to obsessive compulsive traits and perfectionism (Mudrack, 2004). However, recent findings have revealed several similarities, this needs to be explored, especially the motivators that can turn engagement into a threat (Kusik *et al.,* 2024).

Stress remains one of the most significant factors contributing to psychological problems today. Stress can arise from numerous sources and is often considered an integral part of the human experience (Sutherland and Cooper, 1990).

Engagement provides purpose, but there is a fine line to become excessive that is challenging to manage. The primary motivator for excessive engagement was the accumulation of resources, followed by personal fulfilment and other psychological traits. The negative impacts of this engagement include scarce quality time with family, experiencing physical issues such as colitis, gastritis and back pain, and psychological problems like anxiety and stress. Even though there are many sources of stress, it was

found that the principal source is work related issues generated by commitment and engagement. Another identified motivator was distrust of others.

The findings shows that individuals who are highly committed and engaged to their work tend to take their responsibilities very seriously, which can lead to obsessive compulsive tendencies and perfectionism, characteristics of workaholism. Excessive engagement is detrimental to individuals and can be compared to certain degrees of workaholism. This is very attractive to organisations and is rewarded in various ways, such as with new promotions, bonuses, and other opportunities. The results confirmed that engagement can lead to workaholism. All the participants recognised themselves as workaholics to some degree, although they had never thought about it as they considered it normal in their cultural context. At the same time all the participants tried to justify this pathological behaviour.

In this section, the ¨labor of love¨ was not identified among the top three motivators either, confirming it is more a matter of personal characteristic or a normalised behaviour within their economic and cultural context.

Additionally, the research found that the stress and impact on WLFB varies depending not only the gender but also on the individual's personality. On the contrary to the initial direction of this research, it is recommended that future studies examine these factors separately.

It is stated that family is more important than work, although economic factors has influenced the culture to perceive it differently.

All the above directly impacts the individual's ability to maintain a healthy relationship with their immediate family and, consequently, WLFB. This includes missing family events, interrupting family time for work related issues, extended periods of work, losing quality time, struggling to disconnect from work and damaging emotional connections. This is exacerbated due technology.

5.2.3 Objective 3.- Organisational strategies to promote WLFB

The third objective of this research was to explore strategies for cultivating supportive organisations to improve WLFB.

In human experience until now, maintaining the Work-Life-Family Balance has been challenging. Most individuals lack the knowledge to navigate these enormous dominants in their lives (Hutchings and De Cieri 2017). However, organisations can help improve this through an enhanced employer experience.

Positive EE must be genuine and not just driven by the desire to meet HR objectives such as employer branding, reducing turnover, improving performance and other HR aspects. If this approach is implemented solely as a publicity or marketing exercise, it is destined to fail (Bratton, 2007). However, it is difficult for organisations to be profitable while also providing this kind of support for employees (Agrawal and Puri. 2021).

The findings showed a clear failure on work engaged individuals in managing their WLFB. Although organisations are very interested in addressing this issue, the findings indicate a lack of deep implementation, as all participants still reported having significant WLFB challenges. Or this interest seems to be somewhat a public façade, as organisations tend to reward these behaviours with promotions, raises and bonus.

Some strategies in addressing this include genuinely supportive policies, family-oriented support, psychological training and workshops (that ensure clear and deep understanding for everybody), and increased flexibility. However, implementing these strategies comes at a high cost and can be impossible to achieve.

5.3 Conclusion

The results show a significant gap in WLFB management among fulltime employee with family roles. Nowadays, most individuals struggle with this, highlighting the need for society, organisations and HR professionals to provide better guidance and support.

Chapter 6: Conclusion and recommendations

6.1 Conclusion

The main purpose of this research was to examine how the pursuit of resource accumulation influences work engagement and subsequently, the Work-Life-Family Balance (WLFB), as both factors have a significant impact on this balance. Among individuals actively full-time employed and with family roles. WLFB is a multifaceted topic that has been studied and researched for many decades, involving different factors, concepts and measures. Recent research has highlighted while work engagement has traditionally been associated with positive outcomes, it can also have negative impacts. Similarly, accumulation of resources, which is also considered a possible motivator for both organisations and individuals and is closely related to WLFB. To better understand these two terms and their correlation (accumulation of resources and engagement) it was necessary to investigate each separately and their impact on family life. Interestingly, both share similar impacts. Additionally, some strategies for improvement were explored. The objectives of the research were to explore how accumulation of resources can impact WLFB, to examine the possible negative impacts of engagement on WLFB and finally, to propose strategies for organisations. To achieve these objectives, three research questions emerged. The results showed severe impacts, primarily psychological but also physical, affecting the individual and in turn, their relationship with their family. It was interesting to find that the topics of this research (accumulation of resources and engagement) were the main motivators that led individuals to lose their WLFB, although other interesting factors also emerged. Despite the gender equality trend and the direction, the research aimed to take, it was found that the impact differed by gender, and it is important to study this separately. It was found that accumulation of resources and psychological characteristics of the

individual are the main drivers of excessive engagement. The research results showed the gaps that still exist on the topic of WLFB, possibly due to the economic system. However, continued research and effort to address this is essential. The most important factor is the authenticity of companies regarding their approach to this topic, as due to the power they hold, they can guide individuals where the economic and cultural context may have failed.

6.2 Recommendations

It is recommended to conduct studies focused on specific generations already in the workforce. Instead of limiting the study to individuals with a direct familiar role, it may be valuable to investigate other non-immediate family member and other emotional connections.

To explore whether factors related to WLFB affect an individual's ability to find or connect with a partner. To gain a global perspective, it may be useful to include only participants working in multinational organisations and examine how a globalised and ¨developed work environment influences their experiences.

Furthermore, investigating specific strategies for maintaining healthy engagement without crossing into any degree of workaholism is recommended. Finally, conducting gender specific research would be beneficial to understand how men and women experience WLFB.

Regarding the practical and actionable strategies and recommendations for change or improvement is the following:

The primary and fundamental recommendation is for organisations, to recognise their power and influence and how they are shaping the world (Edwards and Rees, 2016). Therefore, it is crucial to view talent not just as a resource, but as an integral part of the

society. Talent has a life that must be more important than work. This should be acknowledged and incorporated into organisations strategies.

It is important for HR practitioner and senior levels of the organisations to understand and adopt this perspective and for managers to receive appropriate training to identify signs of excessive engagement and occupational stress. Additionally, it is crucial not to reward these behaviours.

Moreover, talent should be trained and aware to on the negative impacts that accumulations of resources and excessive engagement can have on their WLFB. Promotion of the awareness of the importance of mental health, psychological wellbeing and family is essential nowadays and organisations have the power and responsibility to guide talent where economic and cultural context may have failed.

Other strategies to address this issue include implementing genuine policies providing family-oriented support, psychological advice and increasing flexibility. It is crucial not only have procedures in place but also to adopt a managing and conducting approach. This approach should ensure that job positions are designed with balanced workload distribution and prevent stress. Although prevent psychological issues might be challenging due it depends on the individual traits (Serrano-Fernández *et al.,* 2016), organisations and governments can help by establishing protocols to safeguard mental health of individuals and consequently WLFB. However, this approach might be an unrealistic burden for organisations potentially impeding their profitability (Agrawal and Puri. 2021).

6.3 Implications of findings

 Recommendations of this research represent just a process, that within the economic system, may seem somewhat utopian. This may be because changing many perspectives and psychological traits that have been normalised for decades is quite complex. Some

practices to address this studied and complex conflict have already been discussed and even implemented. However, in real life, notable results may take a couple of decades to become evident. Nevertheless, it is the small changes that make a difference.

It is undeniable that organisations require committed talent to drive operations and address emerging responsibilities, even over personal and family obligations. At the end of the day, the workplace can offer satisfactions and subjective wellbeing to individuals, depending on their personal values and personality.

Additionally, as a human being, the researcher could have influenced some aspects of the research process, potentially introducing biases into the results.

6.4 Personal learning statement

This dissertation has been the most complex academic process I have ever done. Not only because of the complicated nature of a Master´s dissertation, but also due to reading, writing and researching in a second language for the first time, all within just 2.5 months.

During the development phase, I faced serious personal issues that together led to period of significant stress, hair loss, and for the second time in my life, episodes of anxiety. Throughout the process, I lost confidence in my writing due the rewriting of the chapter 2, and I felt very pressured and alone. However, trying to regain confidence through my past notes and choosing a topic I was passionate about proved helpful.

I chose this topic because I am passionate about human wellbeing, but also about business, and I believe that a balance can be achieve by understanding the implications. Throughout the process, the most difficult part was the data analysis, as I had never done it before, and it was very challenging to synthesise so much information. However, I think it was even more difficult as it is because, at this stage, I was very tired and experiencing burnout.

The part I enjoyed the most was the literature review, as I got wonderfully immersed in the articles, reading so many perspectives and areas of research. However, I feel that being so focused on this chapter made me want to cover too much and led me to a very descriptive approach, which I had to redevelop. I also enjoyed the research methodology. I am glad I chose a qualitative method, as I have always believed that everything related to humans is subjective. As a result, this method felt the most appropriate.

Overall, I gained a deeper understanding of my parents' life choices and the directions of mine. I realised everyone has their own purpose and experience, even if others do not understand. As HR practitioner, one of my commitments will be to help individuals have WLFB.

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