

Impact of Work-Family Support Policies on Work Engagement with Mediation of Self-Esteem: Evidence from Carpet Manufacturers of Sri Lanka

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Abstract

This study examines the impact of work-family support (WFS) policies on work engagement, with self-esteem, acting as a mediator, among female non-managerial employees in the carpet manufacturing industry in Negombo, Sri Lanka. Female workers face considerable challenges balancing professional and family roles, highlighting the need for organisational policies that enhance engagement. Hence, this quantitative study was conducted by collecting data via a structured questionnaire adapted from validated sources, with reliability confirmed through Cronbach's alpha, from 234 female employees. Using the multiple regression analysis and mediation analysis in SPSS, results showed that WFS policies such as organisational facilities ($B=0.221$, $P=0.03$), smart working ($B=0.155$, $P=0.001$), parenting and pregnancy policies ($B=0.194$, $P=0.02$), and communication and psychological assistance ($B=0.210$, $P=0.007$), significantly improve work engagement while return to work management ($B=-0.034$, $P=0.620$) hinders work engagement. Self-esteem partially mediates this relationship, indicating that these policies enhance psychological well-being, which in turn promotes greater job involvement. This study contributes to existing knowledge by focusing on a less-explored manufacturing sector in Sri Lanka and provides practical recommendations for HR professionals to design gender-sensitive support systems to boost employee engagement and organisational sustainability.

Keywords: carpet manufacturing, female employees, self-esteem, work-family support policies, work engagement