







## WORK-FAMILY CONFLICT AND JOB SATISFACTION: DOES ORGANISATIONAL SUPPORT MATTER?



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### ABSTRACT

#### Article History

Received: 9 August 2018  
Revised: 13 September 2018  
Accepted: 18 October 2018  
Published: 14 November 2018

#### Keywords

Academicians  
Family work conflict  
Job satisfaction  
Private universities and work  
Family conflict.

#### JEL Classification

J52; J81.

This study attempts to examine the moderation effects of organisational supports in the relationships between Work Family Conflict (WFC) and Job Satisfaction (JS) / Family Work Conflict (FWC) and Job Satisfaction (JS). The collection of data from 303 respondents who are academicians of private universities in Bangladesh was with aid of the convenience sampling technique. Multi-group analysis with the adoption of the Covariance Based-Structural Equation Modelling (CB-SEM) technique was used to complete the analyse procedure for this study. The findings of this study have shown that both directions of W-FC have significant negative relationships with JS, but in terms of effects, only WFC has negative significant effects on JS. Furthermore, the outcome of this research also shows organisational supports do not moderate the relationships among WFC/FWC and job satisfaction. However, the theories (work family border theory and conservation of resource theory) have partially supported the outcomes of this study. In addition, practically, there is the enhancement of the human resource management and organisational behaviour literatures through the evaluation of the influences of WFC and FWC on job satisfaction. This study has only utilised organisational supports as the moderator but other supports from family are good in future research efforts.

**Contribution/ Originality:** This study is unique in relation to the academicians in the developing nation with the need to enhance the organisational supports by the higher authorities to mitigate both directions of W-FC in order to improve job satisfactions in the universities.

### 1. INTRODUCTION

Every individual's adult life is a function of two significant factors such as work and family, which involve a person saddled with various responsibilities that demand high level of time and energy. Consequently, the multiplicity of duties in relation to the earlier stated factors related to W-FC. Empirical studies have reflected the fact that a two-dimensional construct is entailed in explaining the W-FC: one dimension relates to conflict that

evolves due to the family duties that obstruct the job duties while the other depicts the inhibition created between the work responsibilities and the family duties (Beutell, 2010; Kinnunen *et al.*, 2010). The previous studies by Minnotte *et al.* (2013); Minnotte *et al.* (2015) show that the relationship between work and family is reciprocal due to W-FC, hence, the negative effect of work on family and the family in turn, affecting work negatively. Briefly, the outcome of previous studies have ascertained that W-FC is associated with increased sales targets, parental discomfort, slowing down of family contentment, job fulfilment and corporate assurance (Karatepe and Kilic, 2007; Lu *et al.*, 2010). Despite efforts already made to determine the impact of W-FC on JS and other associated variables, in relation to hospitality staffs, social employees, university professors, computer professionals, etc., this impact is yet to be considerably felt especially, in relation to various individual and organisational outcomes among the academicians of private universities in Bangladesh (Grandey *et al.*, 2005). Nevertheless, Locke (1969) is of the opinion that, as far as the teaching job is concerned, JS is responsible for the sustenance of the total education quality in a nation. He also opined that JS is one factor, which helps to guarantee emotional stability for a person after a due assessment of his occupation.

From several previous studies, job dissatisfaction is associated with many negative structural outcomes, which includes high labour turnover rate, diminished work performance and the low assurance level towards the corporate entities (Rahman *et al.*, 2017;2018). Apart from the existing public universities within the economy, the fundamental purpose for the establishment of private universities in Bangladesh was to provide more opportunities for the achievement of higher education. According to Rahman and Chowdhury (2012) various private universities in the country, have on a yearly basis been involved with the employment of a number of fresh graduates with good qualifications, as academicians. However, the private universities have been experiencing major changes in working practices of the academics i.e. in terms of efforts and time, hence, the teaching profession has become more challenging with the continuous and increasing institutional demands, accountability and work pressures (Fang *et al.*, 2011). In the various private universities, the work intensification of an academician (50-60 hours) has become the norm/customs (Greenhaus *et al.*, 2001). The role conflict in work and family domains, which is involved when individuals cannot house the stress from the latter, is W-FC (Greenhaus and Beutell, 1985). Due to the frustration derived from conflicts, the desires to become academicians by fresh graduates are declining because of students' denial of quality education.

Previous researchers have devoted attention to these occurrences in the two domains and have demonstrated that these conflicts have negative effects on significant corporate results such as JS, absenteeism, turnover intentions and affective organisational commitments as well as important individual outcomes such as family satisfaction, depression, hypertension and life satisfaction (Frone *et al.*, 1992; Frone, 2000). On a further note, efforts made so far in this area of research had centered on evaluating the key impacts with less focus on the moderating variables effects, even though, the latter through various research work have shown that the results are not consistent, despite their inclusion (Boles *et al.*, 2003). In addition, most of the earlier studies showed that organisational supports and other supports are the antecedents of both directions of W-FC that negatively relate to W-FC (Maertz and Boyar 2011). Apart from that, they focused on only the one direction of W-FC (W to FC) but Maertz and Boyar (2011) recommended that researchers emphasise on both directions of W-FC due to the difference of its effects on outcome variables. Thus, in order to fill up these gaps, following the principles of COR theory and suggestions of Maertz and Boyar (2011) the main objective of this study is to test the moderation effects of organisational supports (OS) in the relationships between both directions of W-FC (W to FC and F to WC) and JS of academicians of private universities in Bangladesh. In relation to the fundamental objective, the following specific objectives are to:

1. Investigate the effect of W to FC on JS of academicians of private universities in Bangladesh.
2. Examine the effect of W to FC on JS of academicians of private universities in Bangladesh.

3. Determine the moderation effect of OS in the relationship between W to FC and JS of academicians of private universities in Bangladesh.
4. Test the moderation effect of OS in the relationship between F to WC and JS of academicians of private universities in Bangladesh.

## 2. THEORETICAL FOUNDATION BASED ON LITERATURES

In order to understand the meaning of W-FC, earlier researchers used two fundamental theories named Boundary theory and Border theory. Following the principles of these two theories, other theories relating to W-FC are developed. However, in making a comparison between these two theories, border theory is fairly newer which enhances the understanding of the relationship between work and family in current civilizations (Chen *et al.*, 2009). Like boundary theory, border theory deliberates on work and family, which are two separate domains; moreover, this theory also focuses on the effects of one domain on the other domain (Chen *et al.*, 2009). Based on this principle, the framework is:

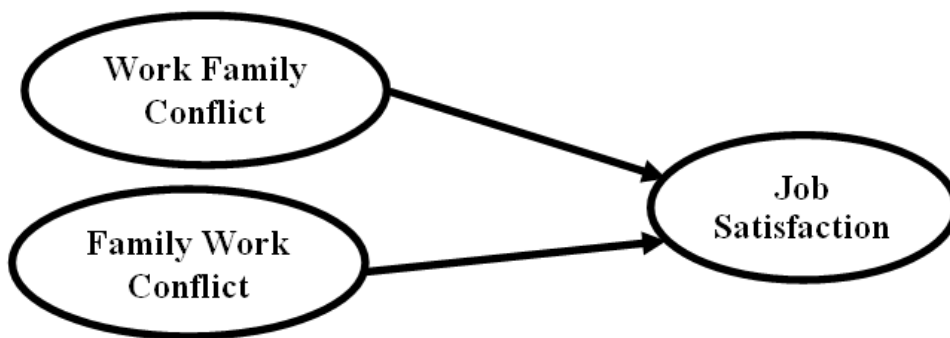


Figure-1. Framework using work family border theory

As one of the fundamental objectives of this study is to investigate the moderating effects of OS on the relationship between both directions of W-FC and JS, so, Grandey and Cropanzano (1999) suggested that Hobfoll's Conservation of Resources (COR) theory may be a productive theoretical support in order to investigate the intervening effect. However, the main principle of COR theory is that an employee always struggles to build, protect and retain the resources and these resources may include objects, energy (e.g. time, money and knowledge), conditions (e.g. unemployed and marital status) and personal characteristics (e.g. self-esteem) (Hobfoll, 1989). In this study, OS considers one of the resources that can moderate the relationships between both directions of W-FC and JS. Now, based on the proportions of the border theory and COR theory, the following research framework is formulated.

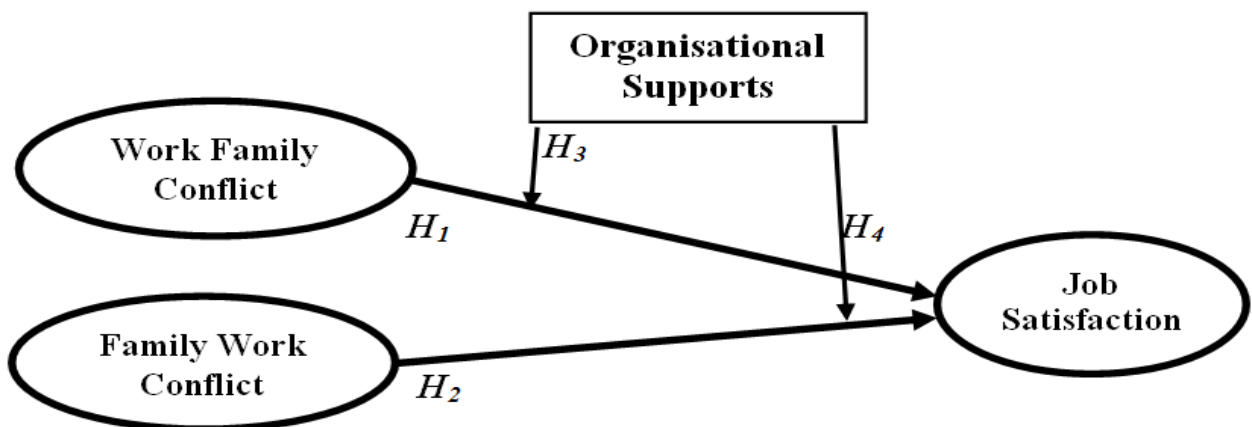


Figure-2. Research framework

### 2.1. WFC and Job Satisfaction

A multi-disciplinary approach (sociology, psychology and management) adopted by various scholars to determine the relationship and effect of WFC on workers' JS (Rahman *et al.*, 2018). Locke (1969) opined that JS is one factor, which helps to guarantee emotional stability for a person after a due assessment of his occupation. In addition, from several previous studies, it has been verified that job dissatisfaction is associated with many negative structural outcomes, which include high labour turnover rate, diminished work performance and the low assurance level towards the corporate entities (Judge *et al.*, 2001; Samuel *et al.*, 2017). The results of the past studies have shown how WFC and JS are negatively associated (Rahman *et al.*, 2018). In addition, a meta-analysis test by Michel *et al.* (2010) on W-FC models show that a negative relationship exists between WFC and JS. Based on the findings above, the following hypothesis is:

*H<sub>1</sub>: WFC has negative effects on JS.*

### 2.2. FWC and Job Satisfaction

In earlier periods, many researchers have evaluated the results of the dual directions of conflict (WFC and FWC) and JS based on time, anxiety, and even attitude. Again, many research efforts have been involved with the examination of the association between family work conflicts and JS with the results suggesting a negative impact on JS (Boyar and Mosley, 2007; Lu *et al.*, 2009). Subsequently, various researches (Eby *et al.*, 2005; Lu *et al.*, 2008; Yildirim and Aycan, 2008; Bartram and Casimir, 2009) also investigated the related effects of family-work conflict and the outcome is that family/work conflict is responsible for job dissatisfaction. In line with the above results, the following hypothesis is:

*H<sub>2</sub>: FWC has negative effects on JS.*

### 2.3. WFC and JS Moderated by OS

Earlier researchers such as Matthews *et al.* (2010) and Seiger and Wiese (2009) had made efforts to investigate the moderating effects of social supports on the relationship between only the direction of WFC and JS (Michel *et al.*, 2010). After their efforts, Ferguson *et al.* (2012) also took an initiative to test the moderation effects of perceived social supports on the relationship between WFC and JS. However, Ferguson *et al.* (2012) also did not focus on FWC in the model. Similarly, Greenhaus *et al.* (2001) studied the influence of family-supportive supervision on work family balance through work family conflict. Therefore, based on these review of literatures, the following hypothesis is:

*H<sub>3</sub>: OS may moderate the relationship between WFC and JS.*

### 2.4. FWC and JS Moderated by OS

O'Driscoll *et al.* (2004) conducted a longitudinal study on support from coworkers (work supports) to moderate the relationships between W to FC and F to WC with family satisfaction. In addition, Ng and Sorensen (2008) stated that coworker support (work supports) significantly moderated the relationship between W-FC and job satisfaction. However, comparatively less attention has been given to examine the OS as a moderator in the relationship between F to WC and outcome variable such as JS.

*H<sub>4</sub>: OS may moderate the relationship between FWC and JS.*

In summary, this study with respect to the previous literatures, different backgrounds and results obtained, used both of the directions of W-FC (WFC and FWC) in this research paper. In the literatures, WFC and FWC negatively relate to JS while JS is a significant attitude related to the work output among not only the employees or workers but also employers. Hence, OS may moderate the degree of the relationships among WFC, FWC and JS.

### 3. METHODOLOGY

In this part, the sample and procedure, participants, measures (reliability and validity), plan for analysis and ethical consideration have been included as discussed in the sub-headings below.

#### 3.1. Sample and Procedure

Structured close-ended questionnaire packages were developed and sent to the respondents (academicians of private universities in Bangladesh) to collect the data. In this study, WFC and FWC are independent variables and JS is the dependent variable while OS acts as a moderating variable. In this study, with the convenience sampling method roughly 650 questionnaires administered on the respondents to complete the data collection procedures. However, married academicians had preference because they majorly experience the challenges of having to cope with both work and family roles. In furtherance to fulfilling the conditions required for respondents to meeting with the capability for completing the questionnaire, efforts made to translate the contents of the latter into the native (Bangla) language. Consequently, questionnaires returned are 321 filled up out of which the discarded are 18, because the respondents provided either inconsistent information or missing data (10) and outliers (08). Finally, the sample size used was 303 academicians.

#### 3.2. Participants

In this study, 75% respondents were male while 25% were female. Among them, 91% respondents were married with the rest unmarried. Majority (56%) of the respondents were 35 years and above but in terms of job experience, 57% of the respondents have 1- 10 years. 37% of the respondents' stay with their parents.

#### 3.3. Measures with Reliability, Validity and Measurement Model

Byron (2005) and Eby *et al.* (2005) suggested the usage of dual dimensions of W-FC because numerous empirical literatures have shown that each type of conflict has different backgrounds and results. However, in this research both of the dimensions of W-FC such as WFC and FWC are independent variables. Each of the independent variable contains 9 items i.e. "The time I devote to my job keeps me away from participating in household responsibilities". "When I get to work from home, I am often too frazzled to participate in job responsibilities". While JS as dependent variable has been measured by 6 items such as "I find real enjoyment in my job". Response options ranged from (1) "strongly disagree" to (5) "strongly agree". With respect to checking the reliability of the research items, the pilot study was on the feedback from 50 respondents, but the outcome of the reliability test was not acceptable due to its being below .50. However, after the discussions with the co-authors, the language for rephrasing the questionnaire was the native (Bangla) language. Consequently, we have a good reliability result of more than .80 as shown in Table 1. In addition, the unidimensionality test was through the Confirmatory Factor Analysis (CFA) of the individual research variables. Unidimensionality haven been used in measuring items for WFC, FWC and JS have an acceptable factor loading of above 0.6 (Zainudin, 2012). In this research, the factor loading of (0.6) for each item is suitable because the items used for each construct were already established. Three types of validity (convergent, construct and discriminant validity) are involved in this research paper.

**Table-1. Measures of reliability and validity**

	OI	$\alpha$	UI	CR	AVE	RMSEA	GFI	AGFI	CFI	X <sup>2</sup> /df	Discriminant Validity $r \leq .90$
JS	18	.824	10	.825	.45	.059	.980	.944	.987	1.45	Correlation between a pair of latent exogenous construct was less than 0.90
W to FC	9	.821	4	.822	.56	.036	.986	.941	.956	1.34	
F to WC	9	.811	4	.831	.51	.054	.943	.923	.941	1.67	
OS	6	.765	4	.786	.39	.012	.942	.913	.911	0.66	

OI= Observed Items, UI= Un-observed Items CR = Construct Reliability, AVE = Average Variance Extracted, RMSEA = Root Mean Square Error of Approximation, GFI = Goodness-of-fit Index, AGFI= Adjusted Goodness of Fit, CFI= Comparative Fit Index, X<sup>2</sup>/df = Chi Square/Degree of Freedom.

**3.4. Plan for Analysis**

Data analysis has been carried out by using the AMOS and SPSS software. In the first instance, the descriptive statistics including mean, standard deviation (SD), reliability, and correlation analysis were determined using SPSS (Table 2). Meanwhile, the relationship between WFC and FWC and JS was through a correlation analysis. Additionally, the multi-group structural equation modeling aided in knowing whether the influences significantly differ by any means on OS. In this study, OS, which acts as a moderator was not included in both the measurement and structural models used. Before conducting the final analysis and hypotheses testing, it was agreed to test for the model fit (measurement model), because, if the measurement model is not of good fit, the structural model will not be effective. The following measurement model (fig. 3) is a good fit because it was shown that the overall measurement model has yielded good fit with data  $\chi^2/df=1.234$ , RMSEA=0.029, CFI=0.989, GFI=0.964 and AGFI=.944.

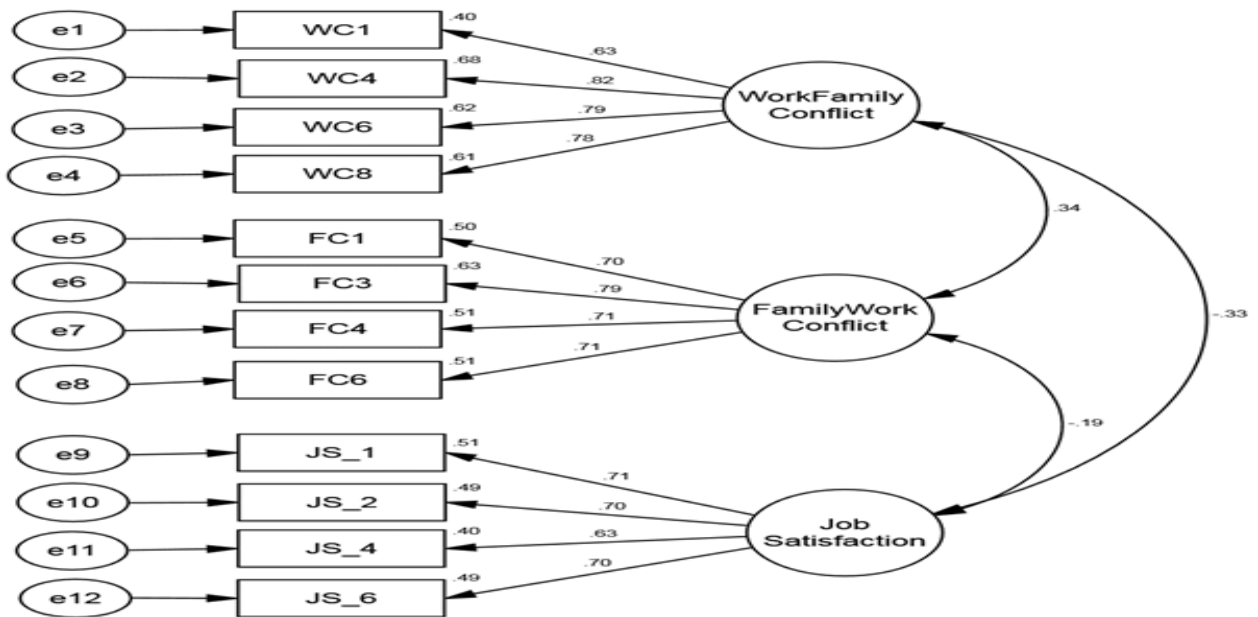


Figure-3. Measurement Model

Source: Authors' creation using AMOS

**3.5. Ethical Consideration**

The doctoral committee of the Faculty of Economics and Management and Research Management Center (RMC), Universiti Putra Malaysia gave prior ethical approval to pursue this study from the Institution where in the first author of this paper is a registered student for the PhD program.

**4. RESULTS AND FINDINGS**

The results and findings part of this study start with the descriptive and correlation analysis to know the general pattern of the relationships among the variables. In the second stage, the direct effects of both directions of W-FC on JS were to test for the H<sub>1</sub> and H<sub>2</sub>. Finally, the multi-group analysis was to test for the moderation effects of OS in the relationships between WFC and JS/ FWC and JS.

Table- 2. Descriptive and correlation analysis

	Mean	SD	1	2	3
JS	3.49	.50	1		
WFC	2.87	.67	-.34**	1	
FWC	2.48	.59	-.19**	.33**	1

Source: Authors' calculated values

Table 2 presents that the mean value of JS ( $m=3.49$ ,  $SD= \pm 0.50$ ) of the academicians of private universities in Bangladesh was high and the mean value of WFC ( $m=2.87$ ,  $SD=\pm 0.67$ ) and FWC ( $m=2.48$ ,  $SD=\pm 0.59$ ) were in moderate level. Correlation analysis showed that both WFC ( $r= -.34$ ,  $p<0.00$ ) and FWC ( $r= -.19$ ,  $p<0.00$ ) have a negative relationship with JS. The results show that a high-level of W-FC conflict lead to decreasing level of JS among academicians of private universities in Bangladesh. Nevertheless, if we compare between WFC and FWC, then, the WFC shows negative correlation with JS. The possible explanation for this occurrence is that, in Bangladesh as a developing country, getting the job, especially as an academician is very difficult (Rahman and Chowdhry 2012).

4.1. Structural Model

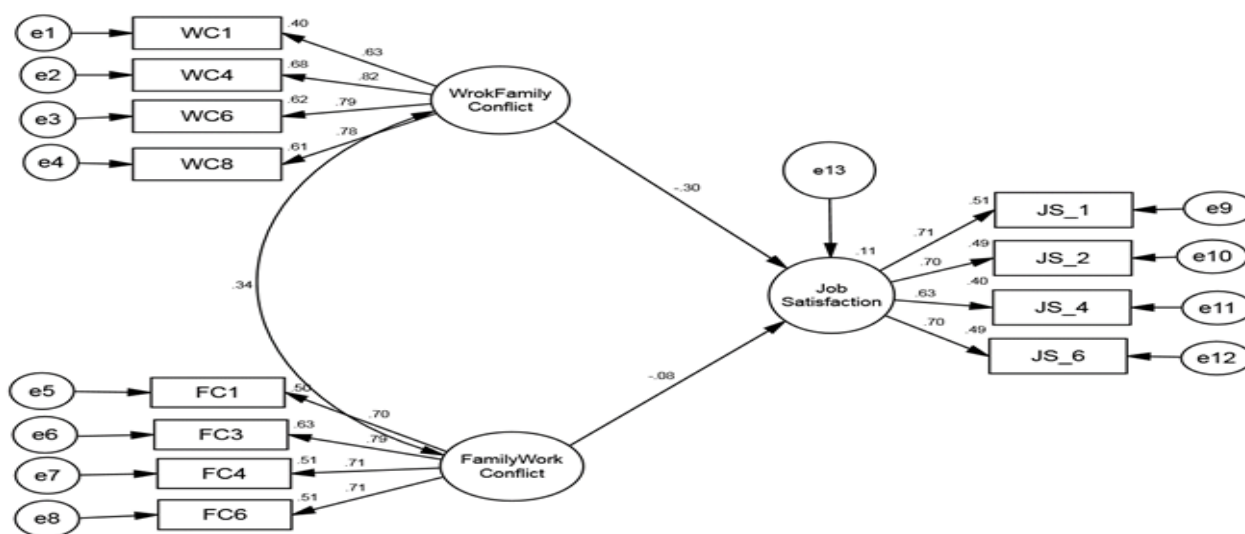


Figure-4. Structural Model

Source: Authors' creation using AMOS

Table-3. Result of the Effect of W-FC on JS

			Estimate	S.E.	C.R.	P
JS	<---	WFC	-.301	.082	-3.63	.000
JS	<---	FWC	-.081	.078	-1.05	.114

Source: Authors' calculated values

Figure 4 and Table 3 indicate the direct effect of WFC, FWC and JS. Overall, WFC and FWC explained 11% variance in JS ( $R^2=0.11$ ). Specifically, the results indicated that only WFC has significant negative effect on JS ( $\beta= -.301$ ,  $p<0.000$ ). Thus,  $H_1$  is accepted. However, the FWC has a negative effect on JS ( $\beta= -.081$ ,  $p<0.114$ ) but the result is not significant. Thus,  $H_2$  is not accepted. The results suggested that increasing level of W-FC is associated with decreasing level of JS.

Table- 4. Result of the moderating effects of OS in the relationships between WFC/FWC and JS

Models	Work Family Conflict			Family Work Conflict		
	CMIN	P	CMIN/DF	CMIN	P	CMIN/DF
Unconstrained	31.41	.766	.827	56.57	.027	1.489
Measurement weights	36.81	.770	.837	69.96	.008	1.590
Structural weights	38.19	.754	.849	71.47	.007	1.588
Measurement residuals	49.89	.669	.907	82.75	.009	1.505
Saturated model	.000			.000		
Independence model	775.95	.000	13.856	720.13	.000	12.860

Source: Authors' calculated values

In order to test for the moderating effects, we used the multi group analysis (AMOS, 22 version) in the WFC/FWC- JS link in the model. In AMOS, the first step is to test the moderation effect on the overall WFC-JS model. A comparison of the unconstrained model with the measurement residual model is to determine the moderating effect. Both, models should be significant and in terms of chi-square ( $X^2$ ) the unconstrained model must be smaller than the measurement residual model. From the moderation table (WFC-JS), it is seen that the chi-square ( $X^2$ ) value (31.41) of unconstrained model is smaller than measurement residual model (49.89) but both of the models are not significant at  $P > .05$ . Therefore, OS does not have moderating effects of on the relationship between WFC and JS. Thus,  $H_3$  is not accepted.

Nevertheless, from the moderation table (FWC-JS), it is seen that the chi-square ( $X^2$ ) value of unconstrained model 56.57 is smaller than the measurement residual model 82.75 and both of the models are significant at  $P \leq .05$ . So, we proceed on another test, to determine whether this chi-square ( $X^2$ ) difference is significant or not, using model comparison table.

Table-5. Chi-square ( $X^2$ ) significance

Model	DF	CMIN	P	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho2
Measurement unweights	6	13.392	.037	.019	.020	.008	.009
Structural weights	7	14.898	.037	.021	.022	.008	.008
Structural covariance	8	15.211	.055	.021	.022	.006	.006
Structural residuals	9	15.942	.068	.022	.023	.004	.005
Measurement residuals	17	26.181	.071	.036	.038	.001	.001

Source: Authors' calculated values

From the model comparison as in Table 5, we found the difference between the chi-square ( $X^2$ ) values of measurement residuals and unconstrained model to be ( $82.75 - 56.57 = 26.18$ ). However, this difference is not statistically significant. Therefore, there is no moderation effects of OS on the relationships between FWC and JS. Thus,  $H_4$  is also not accepted.

## 5. DISCUSSIONS

In relation to our research framework and objectives, we formulated four hypotheses, thus, the need to discuss the results. Based on the concept of work family border theory, the possible relationship between WFC and JS is such that if WFC increases, the level of JS will reduce (Kopelman *et al.*, 1983; Frone *et al.*, 1992). This study also showed that WFC has significant negative effect on JS. This finding is consistent with earlier studies by Anafarta (2011); Buonocore and Russo (2013); Rahman *et al.* (2018) who reported that high level of WFC is the cause of low JS. In addition, Karimi (2008) conducted a research in a non-western society with regards to the experience of WFC and some possible related outcomes. The findings of that research indicated that WFC has significant and negative effects on JS.

The second finding of this research showed that, FWC shows significant negative relation to JS but it has no significant negative effect on JS. As earlier stated, most of the previous researchers focused on only one dimension of W-FC named WFC while less attention has been given to FWC. Whereas the study by Aryee *et al.* (1999) demonstrated that FWC is also negatively related to JS. The possible explanation for this inconsistent finding is that less attention is on the multidimensional nature of W-FC (Casper *et al.*, 2007; Lapierre *et al.*, 2008).

The next stage of this study is to investigate the moderation effect of OS. Based on the earlier literatures, the prediction was that OS might moderate the relationships between both directions of W-FC and JS. However, the finding of the present study showed that OS has no moderation effect in the relationship between both directions of W-FC and JS of academicians of private universities in Bangladesh. However, these findings do not show any consistency with the findings of earlier published articles (Salami, 2007) but this finding is also consistent with those of Frone *et al.* (1992). However, in this study, respondents reported positive experience regarding OS, which



can ensure the employees' JS. Therefore, the suggestion is to provide more OS for satisfaction, which will in turn generate energy and enthusiasm among employees to enable them, take part actively in work and family roles involvement in order to produce better work-family balance.

## **6. CONTRIBUTIONS OF THE STUDY**

The outcomes of this research have both theoretical and practical implications as highlighted in the sub-headings below.

### **6.1. Theoretical Implications**

In this study, two theories (work family border theory and COR theory) have been used to formulate the hypotheses. Work family border theory enhances the understanding of the relationship between work and family in current civilizations. Based on the principles of this theory, the hypothesis was that both directions of W-FC have negative effects on JS. However, from the findings of this study, it has found that only WFC has significant negative effect on employees' JS. Moreover, in relation to the concept of COR theory, it was predicted that OS may moderate the relationships between both directions of W-FC and JS. Nevertheless, in terms of this study, OS does not moderate the relationships between both directions of W-FC and JS. Therefore, theoretically, there is a partial support for the study.

### **6.2. Practical Implications**

Apart from the theoretical contribution, it has broadened the knowledge base on OS in relation to the relationships among W-FC and job satisfaction. Furthermore, it has also clarified how the dimensions of W-FC and JS may help in arranging and designing assistance program for business alongside improved counselling action that can be in place. In the light of the latter, it is impossible to underestimate both the personal and corporate negative consequences that are associated with work-family conflict and the resultant high job dissatisfaction level (such as physical and emotional distress, low efficiency and commitment levels, turnover plans, etc.). As earlier stated, that to work as academicians in private universities is one of the global stressful occupations, Bangladesh is not an exception and because of the incompatibility of work and family roles, the academicians always encounter either WFC or FWC. This study, however, contributes in relation to the latter, by investigating the relationships between W-FC and JS as far as academicians of private universities in Bangladesh are concerned. These findings and understanding may also be helpful to the higher authorities of universities in Bangladesh to ensure that JS reduces W-FC to enhance the standard of education with the hiring of top plight academicians.

## **7. LIMITATIONS AND AREAS FOR FURTHER RESEARCH**

Despite this study making for an important understanding of the association between W-FC and JS as well as contributing value in relation to the knowledge base with respect to work and family issues, some significant questions in terms of what future studies should be concerned with are still apparent. In other words, there are some drawbacks, which future scholars have to focus on. In the first instance, this study constitutes the social context that is not in tandem with those of other studies and specifically only on the private universities in Bangladesh. Hence, the outcomes not being applicable to other sectors due to the variations in their settings. Therefore, comparative studies could be carried out in the future among various developing countries of Africa (such as Nigeria, Egypt, and South Africa) and developed countries (such as the United States, United Kingdom, and Australia), to further enhance the studies in this aspect of human endeavour. In addition, the moderating role of OS on the relationships between W-FC and JS is part of this study. Consequently, future studies need to address other potential moderators that are significant to the Bangladeshi environment with special reference to moderators like social support environment, personality, family dynamics and size, cultural practices, and leadership styles. In

relation to this study, it was realised that among the genders, experiences were different concerning W-FC and JS that requires that, future research efforts should focus on exploring the factors that have been responsible for such differences.

## 8. CONCLUSION

This current research has benefit to the knowledge base with particular reference to W-FC by investigating the relationships among W-FC dimensions and JS in relation to the academicians of private universities in emerging nations like Bangladesh with the result that each of them has significant negative relationship with respect to job satisfaction. However, WFC has significant negative effect on JS while the reverse is the case for FWC. In addition, the result of the study has also shown that the OS does not moderate the influence of W-FC on job satisfaction. Consequently, in an earlier statement made that working, as an academician in a private university is one of the most globally demanding jobs, academicians of private universities experience numerous problems on their jobs coupled with working under undue strains. Moreover, they may often experience W-FC because of high expectations from the job and the incongruence experienced between the job and family roles. Thus, as W-FC has a lot of setbacks for employers and workers, it is required that researchers and corporate managers get familiar with the dimensions and context of W-FC and their influences on many organisations and employees, as well as occupations and cultures. This new orientation may be helpful to other various decision makers in other entities to the extent that necessary actions be involved in mitigating the W-FC and the associated negative drawbacks.

**Funding:** This study received funding from “TAWARAN GERAN UNIVERSITI PUTRA MALAYSIA TAHUN 2017” GP-IPS/2017/9517600.

**Competing Interests:** The author declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

**Contributors/Acknowledgement:** All of the authors contributed equally to the conception and design of the study.

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