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To predict and to explain: A multigroup analysis of gender on job and family satisfaction among hospitality employees

Abstract

Purpose: The recent trends of work and family issues have prompted a proliferation of research in the work-family study; however, evidence from the hospitality industry is limited. This paper's contribution is to examine the relationships between the work-family interface on job satisfaction (JS) and family satisfaction (FS). Additionally, we have adopted person-centred perspectives to determine if gender affects the magnitude of these relationships.

Method: Data was collected from 295 hospitality employees, and the hypotheses were tested using the partial least squares method of structural equation modelling (PLS-SEM). Other than assessing the path model's explanatory power, we examined the model's predictive power using PLSpredict to predict new cases.

Results: Our results supported the originating domain view where the domain in which enrichment (WFE) or conflict originates would have the immediate effect. Simultaneously, we found empirical evidence demonstrating the complimentary transfer of resources from the family domain to the work domain, enriching an individual's satisfaction level. Finally, multigroup analysis reveals that women displayed higher job dissatisfaction than men when facing work-family conflict (WFC).

Originality: This study is the first study that allows a better understanding of the effect of the COVID-19 pandemic on employees' work-family dynamics. This is the first study relating work-family enrichment and conflict to matching-domain satisfaction in one model. By examining these constructs' simultaneous pathways, we extend the body of knowledge by contrasting the source attribution perspective with the cross-domain theory of enrichment and conflict. Consequentially, we answer Premchandran and Priyadarshi's (2020) call to examine work-family dynamics in different cultures on different genders.

Keywords: work, family, enrichment, conflict, PLS-SEM

Introduction

In an era of intense competitive pressure, dwindling resources, and discerning customers, many service organizations, including hotels, realize that service quality is key to survivability. It is therefore not surprising that scholars such as Agarwal (2021), and Xu *et al.* (2020) have consistently agreed that frontline employees in service organizations are instrumental in delivering quality services. However, the changing social structure as well as fluctuating economic conditions have resulted human resource (HR) scholars such as Agarwal (2021) to pay more attention to the challenges that hotel employees face in meeting both work and family responsibilities.

Additionally, the COVID-19 pandemic has further exacerbated pressures on family and work life due to economic uncertainty, and lockdowns have adversely impacted relationships and family life (Shockley *et al.*, 2021). Many employees are beginning to work from home, representing an abrupt shift to work-nonwork boundaries, triggering potential shocks to role conflicts. The almost total halt to economic activities during this period, where caregiving centres are closed and in-person schools become online teaching, means a substantial increase of domestic responsibilities without a corresponding reduction in work responsibilities (Shockley *et al.*, 2021). It is not surprising to hear many couples redefining their relationships during this period, and many homes witnessed drastic changes in their family dynamics. A report by the Centers for Disease Control and Prevention (CDC) highlighted that the fear, anxiety, and uncertainty about the disease, family matters, and work are causing overwhelming and strong emotions among adults, resulting in them being unable to perform their everyday work and fulfill their family duties (CDC, 2019), also known as work-family conflict (WFC). It is well documented that WFC leads to undesirable outcomes on both personal and organizational levels, including dissatisfaction in work (French *et al.*, 2018), more inferior quality of personal life (Cerrato and Cifre, 2018), and lower productivity (Mansour and Tremblay, 2016). Reimann *et al.* (2019) has further observed that WFC is bi-directional (i.e. family-work conflicts (FWC)), where the inability to cope with family responsibilities can lead to conflicts in work.

Then again, we also hear how work can also be a source of enrichment where it positively influence the family domain by work family enrichment (WFE). Employers may provide resources that support employees in these challenging times, such as training towards building a

stronger sense of self-efficacy and well-being (Taheri *et al.*, 2020), introducing additional flexibility where employees can fulfil their domestic responsibilities (Bakker and de Vries, 2020), as well as exercising compassionate leadership to display empathy towards employees who need it (Binagwaho, 2020). Conversely, family-to-work enrichment (FWE) is where benefits derived from family are applied to work (Hill *et al.*, 2020, Kalliath *et al.*, 2019). Not surprisingly, enrichment improves JS, FS, and affective commitment (Hill *et al.*, 2020, Taheri *et al.*, 2020, Kalliath *et al.*, 2019).

Despite the burgeoning research, a conspicuous gap is the lack of knowledge on the extent and influence of the COVID-19 pandemic on the work-family dynamics. Questions have also been raised by Vaziri *et al.* (2020) on what would be the possible novel insights that could generate when the bi-directionality of both WFE and WFC are simultaneously examined and being placed in the same model, especially when Mishra and Bhatnagar (2019) have acknowledged that WFC and WFE are phenomena that individuals can experience simultaneously. Another area that lacks insights is the work-family dynamics of employees from the hospitality industry, an industry that Zhao *et al.* (2020) acknowledged warrants additional examination.

Therefore, this study aims to address these gaps and contributes to the literature in three ways. First, we examine both the bidirectional effect of WFC and WFE in the same model. Many studies, such as Roche and Haar (2019), examined only the single-directional effect of WFC or the WFE only. Even if the studies analyze the bi-directional effect, they tend to focus on only conflict-driven models (Rhee *et al.*, 2020, Selvarajan *et al.*, 2020) or enrichment-driven models (Hill *et al.*, 2020). Therefore, we argue that existing studies offer little explanation regarding other constructs of the work-family interface and how that interface is experienced as a whole, as well as its impact on family and life satisfaction (Raina *et al.*, 2020).

Using the partial least squares – multigroup analysis (PLS-MGA) approach, we address the second gap by examining how gender influences the bi-directional relationship between WFC and WFE on JS and FS. This study would complement existing works such as Rhee *et al.* (2020), Hill *et al.* (2020), Taheri *et al.* (2020) leveraging a person-centred lens to explore the effect of these variables for different people. Therefore, rather than examining conflict or enrichment separately, person-centred methods detect profiles that differ qualitatively or quantitatively in a combinations of variables, offering novel insight (Vaziri *et al.*, 2020).

Finally, we differentiate from earlier works such as Kumar *et al.* (2021) by performing predictive analysis. Many researchers focus mainly on assessing whether model coefficients are significant, meaningful, and in the hypothesized direction rather than testing whether a model can predict new cases (Shmueli *et al.*, 2016). In this regard, we argue that assessing a statistical model's predictive power is equally important, especially to serve practical relevance in informing service organizations on the necessary efforts to support employees in the current pandemic and future ones.

Literature Review

Theoretical Framework

The literature on family-work research gravitates towards the social role theory where each individual plays out a role that is socially defined, with each role having a set of duties, responsibilities, obligations, expectations, and norms that he or she would be expected to fulfill (Barnett and Gareis, 2015). Eagly (1997) further elucidated that stereotyping of gender evolves from the division of labor that characterizes a society. The gendered division of labor sees men and women acquiring different skill sets while shaping their behavior and way of thinking (Barnett and Gareis, 2015). Naturally, it can be expected that when faced with conflict, men and women would act differently due to their differentiated skillsets and social norms (Eagly and Wood, 1999).

Researchers have developed the cross-domain theory suggesting that with finite resources such as time and energy, engaging in multiple roles could be overwhelmingly demanding, creating a situation of resource impairment (Premchandran and Priyadarshi, 2020). When that happens, conflicts and strain eventuates, which crosses to the other domain affecting individuals' ability to fulfill their roles. Likewise, the contrary happens when one finds enrichment and positive experience in one domain, enhancing resources that cross over to the other domain (Kalliath *et al.*, 2019). In summary, the cross-domain theory explains how resource enhancement or impairment in one domain influences the behaviors and attitudes in the other domain (Premchandran and Priyadarshi, 2020).

A limitation of both the role theory and the cross-domain theory is that they do not explain how resource imbalances affect one's satisfaction in work or family. The job demands-resources (JD-

R) theory addresses this gap. The JD-R theory has been used widely to explain employees' well-being, highlighting that job and personal demands trigger a resource impairment process that leads to undesirable individual outcomes (Bakker and Demerouti, 2017). Conversely, personal and job-related resources would initiate a motivational process that improves one's physiological and psychological self. Putting these together, Figure 1 argues that when one experiences imbalances between work and family, whether a conflict or an enhancement, resource impairment or enrichment will occur, affecting one's ability to manage responsibilities and impacting one's level of satisfaction. We further postulate that due to changing family roles, differences in the magnitude of the effect of WFC, FWC, WFE, and FWE on job and FS can be observed across genders.

*** Insert Figure 1 ***

Bidirectionality of WFC and WFE

Bidirectionality of WFC. Kahn *et al.* (1965) explained that WFC originates from spending more time at work, consequently spending less time with family. Greenhaus and Beutell (1985) further defined WFC as “a form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible in some respect”. These definitions demonstrates WFC comprises three dimensions of time-based conflict, behavior-based conflict, and strain-based conflict. Greenhaus and Powell (2006) highlighted that time-based conflict occurs when time spent on one role impedes the fulfillment of responsibilities in another role. Behavior-based conflict happens when the behavior in one role cannot be adjusted in the other domain and is considered incompatible with the expectations (Hao *et al.*, 2015). Finally, strain-based conflict is when pressures from one role prevent one from meeting the other domain's responsibilities (Greenhaus and Beutell, 1985). Second, past studies such as French *et al.* (2018), Soomro *et al.* (2018) informed us that work and family are not two sides of a coin. Both domains form a dynamic codependent relationship where work-life can affect family life, and family life affects work-life. As a specific form of inter-role conflict, FWC occurs when pressures from the family and work are incompatible, making the work role seem to be more complicated than it should be.

Bidirectionality of WFE. Unlike earlier studies such as Greenhaus and Powell (2006), recent work such as Hill *et al.* (2020), Taheri *et al.* (2020), Kalliath *et al.* (2020), Premchandran and Priyadarshi (2020) are beginning to focus on the positive relationships between work and family. WFE can be explained as the “extent to which experiences of how family roles benefit from work roles through developmental resources, positive affect, and psychosocial capital derived from involvement in work (Greenhaus and Powell, 2006, Siu *et al.*, 2010). Like WFC, WFE is a bidirectional construct, elucidating that work roles can benefit from family roles through resources, positive affect, and gains through their involvement in the family (Siu *et al.*, 2010). Greenhaus and Powell (2006) further elucidated that enrichment between family and work or vice versa can happen via an instrumental (i.e. skills and knowledge) or affective (i.e. effect of experiences) path. Putting these together, the fundamental premise for enrichment to happen is when one’s involvement in a role leads to benefits, resources, and personality enhancement, which are transferable; and provide individuals with the necessary support to improve performance or involvement in the other role.

Job Satisfaction

JS has been conceptualized as the extent of one’s positive and negative emotions towards a job (Noordin and Jusoff, 2010). It has been commonly recognized as a critical outcome for any organization as it improves an individual’s level of engagement, motivation, organizational commitment, and proactiveness (Roche and Haar, 2019). Its importance is evident across different fields of study, including organizational psychology, social psychology, and organizational behavior (Healy *et al.*, 2015). Studies such as Rhee *et al.* (2020), show that JS has affective and cognitive components. The affective component refers to the employees’ emotional state, while satisfaction relating to job performance is the cognitive component (Soomro *et al.*, 2018). In a seminal work by Friedlander (1963), he further clarifies that individuals of different age groups and life stages placed dissimilar emphasis on the factors that lead to satisfaction. Similar findings by Lu *et al.* (2016) allude to this proposition, espousing that unique motivators drive satisfaction between supervisors and frontline employees.

Family Satisfaction

FS refers to the perception of family quality, including solidarity, happiness, and overall well-being (Jones *et al.*, 2018). Scholars have conceptualized FS in various ways. For instance, Carver and Jones (1992) define it as “the degree to which one is generally satisfied with one’s family of origin and the constituent relationships embedded therein”. On the other hand, Olson (2011) explains FS as “the level of satisfaction family members have with their family’s functioning”. Though seemingly different, it is not difficult to see that the definitions gravitate around individual perceptions, the quality of the dyadic relationships among family members, and the family's dynamics. FS is one of the most widely researched areas in family-related outcomes and has generally been negatively related to WFC (Rathi and Barath, 2013) and positively related to WFE (Carlson *et al.*, 2006).

WFC and FWC on JS and FS

The relationship between WFC and FWC with JS and FS has been investigated in different contexts. Studies such as Oren and Levin (2017) found that both WFC and FWC were positively correlated with the threat and actual loss of resources. Other studies supported this proposition demonstrating that WFC and FWC have a negative relationship with JS (Rhee *et al.*, 2020, Soomro *et al.*, 2018) and FS (Rhee *et al.*, 2020, Rathi and Barath, 2013). However, studies have also elucidated that differential effects between FWC and WFC. For instance, Kim and Gong (2016) found that when facing WFC, the absence of family-supportive supervision increased the demand for flexible work arrangements, particularly among female managers. However, no such effect was found for FWC (Kim and Gong, 2016). This result challenges our understanding on the negative effect of WFC and FWC on JS and FS. It further shows that the phenomenon could be culturally driven (Kim and Gong, 2016). Given that earlier works generally focused on western societies, and considering a lack of studies in the Asian context (Soomro *et al.*, 2018), additional investigations are needed with the first set of hypotheses:

H1: WFC has a negative relationship with FS.

H2: WFC has a negative relationship with JS.

H3: FWC has a negative relationship with FS.

H4: FWC has a negative relationship with JS.

WFE and FWE on JS and FS

WFE and FWE refer to how the work/family role facilitates functioning in the other domain (Greenhaus and Powell, 2006). Different studies corroborate this point. For instance, Kalliath *et al.* (2020) examined 439 social workers and found that WFE and FWE positively affect JS. Likewise, Kalliath *et al.* (2019) found that the synergistic combination of work and family resources enhances employees' JS. Similar results are also observed in other studies, such as Roche and Haar (2019). Despite that, a notable exception among these studies is that they did not have a model that examines both family and JS simultaneously. Though these constructs have been examined, it is often done in isolation. Family and job are inseparable facets of daily routine and warrant additional examination not addressed by earlier studies. The hypotheses are:

H5: WFE has a positive relationship with FS.

H6: WFE has a positive relationship with JS.

H7: FWE has a positive relationship with FS.

H8: FWE has a positive relationship with JS.

Role of Gender

Individuals may experience imbalances between work and home due to the time they spend in the respective domains, the experiences they undergo, and the behaviors that require their attention (Selvarajan *et al.*, 2020). In other words, the amount of emphasis placed on the domains could result in incompatibility or complementary, where conflict and enrichment could happen respectively (Rhee *et al.*, 2020). To further understand this phenomenon would mean to investigate the role of gender in work-family interface. While most societies have a clear division of labor across gender, meta-analyses by Shockley *et al.* (2017) found that it remains largely debatable. From a discursive perspective, gender ideology mirrors role theory, which can be explained as “beliefs and values maintained about what is right for men and women, determines the patterns by which a particular society judges or evaluates the proper conduct of a man or a woman” (Cerrato and Cifre, 2018).

However, it is not unreasonable to say that there have been shifts in these beliefs and values due to changes in the family structure (Cerrato and Cifre, 2018, Oláh *et al.*, 2018). These shifts have led to an increasingly complex family composition paralleled with changes to gender roles. For instance, Gunkel *et al.* (2007) found that women in Japan are attracted to working conditions that were once more appealing to men. Similarly, Sia *et al.* (2015) found that gender does not have a moderating effect on the physical engagement of these employees. Hence, females may no longer take charge of family responsibilities and become the economic provider of the family (Oláh *et al.*, 2018). In the same vein, men are getting more involved in family responsibilities too (Schnurr *et al.*, 2020). Therefore, today's family is no longer a unit of well-defined roles. Instead, it is a dynamic entity "characterized by growing complexity concerning decision-making processes regarding transitions over the family life course and organization of family life" (Oláh *et al.*, 2018). This study, therefore, further clarifies our understanding of the effect of gender roles on work-home interfaces, leading us to the final set of hypotheses:

H9a: There is a significant difference in the relationship between WFC and FS for males and females.

H9b: There is a significant difference in the relationship between WFC and JS for males and females.

H9c: There is a significant difference in the relationship between FWC and FS for males and females.

H9d: There is a significant difference in the relationship between FWC and JS for males and females.

H9e: There is a significant difference in the relationship between WFE and FS for males and females.

H9f: There is a significant difference in the relationship between WFE and JS for males and females.

H9g: There is a significant difference in the relationship between FWE and FS for males and females.

H9h: There is a significant difference in the relationship between FWE and JS for males and females.

Methodology

Participants and data source

Convenience sampling was used in collecting data from full-time hospitality employees. An official mail was sent to all the human resource departments of three to five stars hotels registered with the Malaysian Association of Hotels' membership directory. A self-addressed, stamped envelope is included to facilitate the return of the completed questionnaire. A participant information sheet accompanies each questionnaire to explain the purpose of the study. Recipients were encouraged to respond by (1) assuring their confidentiality, (2) offering feedback on the outcomes of the survey as an option, and (3) emphasizing the importance of individual responses to the study outcomes. At the end of the 16-week data collection period, 320 surveys were returned with no missing values. The sample returned representing 48% of the respondents worked in 3 star hotels, 30% in 4 star hotels and 22% in 5 star hotels. These respondents are from ten hotels which varied in size, age, location in Sarawak, ownership structure and country of management.

Data screening and outliers

The data was foremost checked for univariate outliers by computing the standardized scores for all cases. The analysis did not detect any univariate outliers as all cases are less than three standard deviations (Goodboy and Kline, 2016). Although none of the individual scores may be considered an outlier, the case can still be considered a multivariate outlier if this pattern is unusual in the sample. The data was then screened for multivariate outliers by computing the Mahalanobis distances. Mahalanobis distance statistic indicates the standard deviation units between scores for an individual case and the sample means for all variables. Within large samples, Mahalanobis distance is distributed as Pearson chi-square (χ^2) statistics with the degree of freedom equal to the number of variables (Tabachnick and Fidell, 2007). A conservative level of statistical significance has been recommended to be $p < 0.001$ criterion for all the cases (Tabachnick & Fidell, 2001). Following this, 25 cases were identified as multivariate outliers, with 295 cases remaining. Thus, the final count of 295 samples was used for further data analysis.

Using the G*Power method, the minimum sample size needed for an effect size of 0.15 and 80% power is 138. With 295 usable responses, this represented the power of 99.9%, which exceeded Cohen (1988) recommendations. Besides, it exceeded the recommended minimum sample size of 146 suggested by Kock and Hadaya (2018). Overall, this indicates that the sample size is adequate for analysis to be conducted.

Instruments

The items used in this instrument were adopted from different established studies. WFC and FWC were measured using Carlson *et al.* (2000) 9-items work-family conflict and 9-items family-work conflict scale. Similarly, the 9-items work-family and 9-items family-work enrichment scale by Carlson *et al.* (2006) were adopted to measure WFE and FWE. Both instruments are on a 5-points Likert scale. Finally, we measure JS and FS using the 6-items by Agho *et al.* (1992) and 5-items by Aryee *et al.* (1999), respectively. These items are on a 5-points Likert scale.

Control variables

Bernerth and Aguinis (2016) highlighted that central to psychological research is identifying and isolating factors that explain and predict the phenomena of interest while controlling other relevant variables that may extraneously affect the relationships being investigated. Such identifications are essential for ensuring the generalizability that allows empirical research to benefit individuals, organizations, and society as a whole (Becker, 2016). Hence, this study controlled the respondents' demographic factors of marital status, age, and position. For one, studies such as Chan *et al.* (2018) have shown that married employees tend to face the double burden of careers and families that lead to an unbalanced work-family life. Similarly, Atinc *et al.* (2011) explain that with age, one will be more experienced in allocating resources to optimize intended results. Likewise, Bernerth *et al.* (2017) explain that organizational position influences attitudes and behavior as employees in higher positions experience either additional job demands or access additional job resources, that potentially influence their work family interfaces. Results in Table IV show that the control variables do not significantly influence the endogenous variables.

Common method bias

As this is a cross-sectional study, common method bias must be controlled to prevent any potential prejudice to results. Following recommendations by Podsakoff *et al.* (2003), procedural remedies have been put in place. First, the questionnaire has been pre-tested to remove any ambiguous terms so that respondents interpret the questions as was intended in the design (Memon *et al.*, 2017). Second, temporal separation has been created with demographic-related questions placed between predictors and criterion variables. Third, the anonymity of the response and confidentiality has been reiterated throughout the data collection period. Statistically, the Harman single factor test showed no single factor accounted for most covariance, indicating that common method bias is not a significant issue in this model (Podsakoff *et al.*, 2003). Additionally, we deployed the full collinearity test where the variance inflation factor (VIF) is less than 3.3, providing additional support that the model is not affected by common method bias (Kock, 2015).

Data analysis

IBM SPSS version 24.0 was used to analyze the descriptive statistics, while SmartPLS version 3.2.7 was used to test the structural model. PLS-SEM follows a composite model approach in which linear combinations of indicators define the composites. These statistically generated composite variables represent the conceptual variables of interest in the theoretically established model (Rigdon *et al.*, 2017). In this respect, when the focus of the argument concerns differences in the strength of an association conditional on a certain contingency variable, a suitable modeling procedure compares groups that differ in respect of a specific contingency variable. PLS-SEM enables such comparisons by combining measurement invariance testing and multigroup analysis (Henseler *et al.*, 2016b). Besides, PLS-SEM supports model predictability analysis (Shmueli *et al.*, 2019). PLS-SEM is adopted in different fields of studies including tourism (Tan *et al.*, 2020), consumer behavior (Le *et al.*, 2021), technology adoption (Tan *et al.*, 2019b), education (Sim *et al.*, 2020), human resource (Tan and Yeap, 2021), as well as gender-related studies such as Pelegrini and Moraes (2021). Following the guidelines by Hair *et al.* (2017), we analyzed the measurement model, structural model, before performing measurement invariance that eventually leads to the multigroup analysis.

Results

Respondents' Profile

Table I shows almost an equal balance between male (49.2%) and female (50.8%) respondents. The majority are from 26-35 years old (34.9%) in age breakdown, followed by 36-45 years old (29.5%) and 18-25 years old (26.1%). The majority of the respondents were married at 48.8%. On work experience, the majority were non-executive at 67.8%, followed by executives (19.7%), managers (8.1%), and senior executives (3.7%). Lastly, Table 1 shows that most (78.1%) earned a monthly income not exceeding \$2,000.

****Insert Table I****

Measurement model

Table II shows that majority of the indicators' loading were above the threshold of 0.708. A handful of them fell short of it, but they were retained as their composite reliabilities, and average variance extracted (AVE) had met the threshold of 0.5 (Ramayah *et al.*, 2018). Using the Heterotrait–Monotrait ratio of correlations (HTMT), discriminant validity has been achieved at $HTMT_{0.85}$ across the three datasets (see Table III).

***** Insert Table II *****

***** Insert Table III *****

Robustness check

At part of the robustness check, we perform model fit analysis using the Standardized Root Mean Square Residual (SRMR). According to Henseler *et al.* (2016a), an SRMR value lower than 0.08 is acceptable for PLS-SEM analysis. As indicated in Table IV, the value of SRMR is 0.062 revealing that model are relatively fit. Considering that the model in this study is reflective in nature, Lohmöller (1989) suggested that the RMS_theta, which is the root mean squared residual covariance matrix of the outer model residuals, can be leveraged as another fit index. On this note, Table 4 shows that the RMS_theta for this model is 0.115, which according to Henseler *et al.* (2014), is a well-fitting model as it is below the threshold of 0.12. We further extend the robustness check to assess the model's non-linearity suggested by Sarstedt *et al.* (2020). As indicated in Table V, the results show that none of the quadratic effect of the exogenous

variables on the endogenous variables are significant, concluding that the linear effect models is robust.

*** Insert Table IV***

Structural model

First, we perform a collinearity test by assessing the VIF. Table V shows that each construct's VIF score is lower than 3.3, indicating the multicollinearity is not an issue in this model (Diamantopoulos and Siguaw, 2006). Using the bootstrapping technique, Table V shows that WFC has a significant negative relationship with JS (H2: β : -0.306, $p < 0.001$), but not with FS (H1: β : -0.041, $p = 0.257$). At the same time, FWC has a significant negative relationship with FS (H3: β : -0.188, $p < 0.05$) but not with JS (H4: β : 0.019, $p = 0.398$). WFE, on the other hand, demonstrates positive significant relationship with JS (H6: β : 0.234, $p < 0.05$), but not with FS (H5: β : 0.036, $p = 0.322$). Finally, FWE shows positive significant relationship with both FS (H7: β : 0.257, $p < 0.05$) and JS (H8: β : 0.290, $p < 0.05$). In sum, H2, H3, H6, H7, and H8 are supported. Results also shows that WFC, FWC, WFE, and FWE account for 14.2% of the variance in FS, making it a moderate model (Cohen, 1988). The same set of predictors accounts for 34.2% of the variances in JS, which is a substantial model following Cohen (1988). Next, we examine the effect size (f^2) Following Cohen (1988), Table V shows that WFC, WFE, FWC, and FWE produce small effect sizes on the R^2 for JS and FS.

Insert Table V

Measurement invariance

In preparation for MGA, measurement invariance should be established across the different data sets (Matthews, 2017). This step is critical as it increases our confidence that “dissimilar group-specific model estimations do not result from distinctive content and the meanings of the latent variables across groups” (Henseler *et al.*, 2016b). Three steps are involved: assessing configural invariance, assessing compositional invariance, and assessing equal means and variance.

First, we have achieved configural invariance as the three databases have a common factor structure, same indicators, and consistency in data treatment (see Table II and III). Next, we examine the compositional invariance. As the c values in Table VI are not significantly different

from one, and that p-value is significantly larger than 0.05, we can conclude that compositional invariance has been established (Hair *et al.*, 2018). Finally, the composites' equality of mean values and variances across the different groups shows that a partial measurement is established, indicating that it is feasible to perform MGA on this model's latent variables.

*** Insert Table VI ***

Multigroup analysis

Table VII reveals the MGA outcomes based on males and females. Out of the eight paths, while there are differences between males and females in path coefficients across all of them, only one significant difference can be observed between WFC on JS at Henseler's *p*-value of 0.032. All the other paths did not exhibit any significant differences. As such, only H9b is supported, while the rest of the hypotheses are not.

*** Insert Table VII ***

PLS Predict

Finally, PLS predict technique is used to assess the model's predictive power. Following Shmueli *et al.* (2019)'s guidelines, Table II shows that the values for all PLS-SEM's Root Mean Square Error (RMSE) values across the two datasets are lower than those obtained from linear model (LM), offering ample support for the models' high predictive power in forecasting the outcome value of new cases (Shmueli *et al.*, 2019).

Discussions

Our results show that WFC has a significant negative relationship with JS but not FS. It demonstrates that conflict faced at work would result in job responsibilities remaining incomplete, influencing their work attitude and, finally, reducing their JS (Pluut *et al.*, 2018). Similarly, our results also show that FWC has a significant negative relationship with FS but not with JS. These results are expected given that both JS and FS are the primary domains that are experiencing the impact of the conflicts. These phenomenon aligns with Frone's (2003) arguments that both WFC and FWC have a distinct effect on their respective domains

WFE, on the other hand, demonstrates a significant positive relationship with JS but not with FS. Our findings also demonstrate that FWE shows a significant positive relationship with both FS and JS. These results support the originating domain view where the domain in which enrichment originates in the domain has the primary benefit (Premchandran and Priyadarshi, 2020). It is consistent with Voydanoff (2005), where satisfaction increases for the role to generate the resources.

The positive relationship between FWE with FS and JS demonstrates that when an employee experiences FWE, the employee will be more satisfied with family because the family provides valuable and transferable resources that cross over the work environment (Greenhaus and Powell, 2006). It corroborates the view that a complimentary transfer of resources from the family domain to the work domain enriches JS. This study's result is similar to Premchandran and Priyadarshi (2020). Overall, it highlights that satisfaction in family life is very important for employees to succeed in the workplace. In this respect, this is a timely finding considering that when many are working from home, family support is needed to reduce potential conflict to sustain employees' productivity and satisfaction (UNICEF, 2020). Taking the above discussion together with the small effect sizes, it means that there is a possibility that there are other constructs, apart from WFC, FWC, WFE and FWE that are driving JS and FS.

The MGA results indicated a significant difference between male and female employees on the relationship between WFC and JS. Our results show that, when facing WFC, women have higher job dissatisfaction than men. These can be due to several reasons. First, while women have made substantive gains over the years with more opportunities, it also exposes them to more occasions to compare with other male and female counterparts (Karelaia and Guillén, 2014). Additionally, their expanding awareness of the unequal distribution of power at work and persistent invisible barriers to advancement exacerbate the conflict they face at work. Finally, while men's contributions to home responsibilities have increased, many scholars such as Petherick (2016) opined that reducing women's involvement is still not substantial enough to meet their increased participation in the workforce proportionally.

Theoretical Implications

This study makes four theoretical contributions towards advancing the body of knowledge. First, this study is the first one that builds WFE, FWE, WFC, and FWC to matching-domain satisfaction in one model. Additionally, examining the simultaneous pathways of these constructs allow us to account for the shared variances among them. At the same time, this study extends the body of knowledge by contrasting the source attribution perspective with the cross-domain theory of enrichment and conflict. Consequentially, we answer Premchandran and Priyadarshi (2020) call to include both sources and cross-domain linkages to expand the theory.

Second, this study further demonstrates how resources are leveraged to mitigate the effects of demands. It lends support to the JD-R theory, suggesting that when job and personal demands are high, individuals need to obtain, retain and protect resources (both job and personal resources) such that it would trigger a motivational process that manifests positive influence on the individual (Bakker and Demerouti, 2017).

Thirdly, our study contributes to the growing literature focusing on the influences gender has on work-family interfaces. This model integrative approach considered the social changes that reflect the new family system's values and complexities. At the same time, we expand on earlier works by looking at an emerging economy in Asia to explore the bidirectional enrichment and conflicts on domain-specific satisfaction, focusing on staff working in the hospitality industry. It responds to Mishra and Bhatnagar's (2019) call to examine work-family dynamics in different cultures.

Lastly, through PLS-SEM, this study uses both latent and observed variables, which supports the extraction of more information through MGA and predictive analysis which extended the results of earlier studies such as Oren and Levin (2017).

Managerial Implications

From the findings, this study suggests that looking for ways to reduce conflicts and enhance enrichment can contribute to positive work and family outcomes. First, organizations need to set a clear boundary when employees are expected to be in front of their workstations. Daily check-ins are essential to provide assurance and guidance to employees that they are on the right track. Organizations should support employees to acquire the necessary tools, equipment, and supplies

needed to work from home. Simultaneously, organizations should exercise empathy and compassionate leadership to provide emotional and steady support to combat loneliness and negative emotions that can surface while working from home.

Second, it is also recommended that organizations should play an active role in becoming family-responsible employers. Konrad and Mangel (2000) study that productivity increases when implementing these practices across family responsible policies. These strategies ensure that employees can still fulfill their family responsibilities while at work. Existing policies should be re-evaluated periodically to ensure they are relevant and address employees' family needs.

Finally, the differences in how males and females perceive work-family interfaces mean no one-size-fits-all policy. Organizations need to ensure women's representation and inclusion in all planning and decision making. In a COVID era, organizations should apply this guidance to crisis task forces and response teams and ensure that both women and men are represented in COVID-related processes. At the same time, there is an increase in domestic violence across the different countries in Singapore (Wong, 2020), Malaysia (Tengku, 2020), the United States (Megan *et al.*, 2020), and Canada (Sawatsky *et al.*, 2020). While there could be several reasons, these reports gravitated to the common point that the increase in domestic violence coincided with the workplace shift from office to home, hampering female employees' ability to manage their work-home responsibilities. In this regard, organizations can play an important role in helping to direct female employees to needed services, including domestic violence hotlines as well as supporting the health and well-being of these employees.

Limitations

This study is not without limitations. First, being a cross-sectional study, the ability to draw causal relationships is limited. Second, the geographical focus of this study is limited to one country. Future studies could consider attempting to do a study encompassing respondents from different countries. Besides, this study operationalized the constructs as a unidimensional construct. As elucidated by Kalliath *et al.* (2019), there is a lack of studies treating these constructs as a multi-dimensional construct that future researchers can consider investigating. Finally, the R^2 value of FS at 14.2% shows that there are variables that this study not accounted for. For example, perceived family support could have accounted for some of these effects (Kalliath *et al.*, 2020). Similarly, studies such as Tan *et al.* (2019a) found that psychological

traits and meaningful work play a role in enhancing one's satisfaction. Therefore, including dispositional variables in future studies would enhance understanding of these constructs.

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