

GRIT DOES NOT MODERATE THE RELATIONS BETWEEN WORK FAMILY CONFLICT AND WORK ENGAGEMENT AMONG WORK-FROM-HOME EMPLOYEES DURING THE COVID-19 PANDEMIC

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ABSTRACT

This study aimed to examine an apparent concern in telecommuting which is work-family conflict and how could it affect employees' work engagement. In addition, this study also investigated the buffering role of grit in the impact of work-family conflict on work engagement among work from home employees during the pandemic. There was a total of 159 respondents who are working from home for the last 6 months due to the quarantine restrictions in the country. Respondents are mostly female (77.36%), single in status (77.36%), and hold a regular/tenured employment status (72.33%). The average age of the respondents is 28.68 years old ($SD = 6$). In terms of hours spent working from home, there is not much difference between those who work for mostly 8 hours and more than 8 hours a day. The t -test results indicated that those who spend more than 8 hours telecommuting reported higher work-to-family interference than those who spend less than 8 hours working from home ($t(157) = -3.231$, $p\text{-value} = 0.001$) while the data for family-to-work interference are comparable between the two groups ($t(157) = 0.501$, $p\text{-value} = 0.617$). Moreover, results showed that there are no significant correlations between work-to-family and family-to-work interferences to work engagement with a $p\text{-value}$ of 0.511 and 0.684 respectively. Similarly, grit did not appear to be a significant moderator when a multiple linear regression model with interaction terms that used work engagement as a dependent variable was fitted to the data.

Keywords: *work-family conflict, work-from-home, work engagement, grit*

INTRODUCTION

With the recent COVID-19 pandemic pushing major changes in people's lives to ensure protection and safety against the virus, a work-from-home setup became an integral part of the new normal. Work-from-home or telecommuting is an arrangement that allows employees to work from home or to an off-site location but still maintains a traditional office to where they also need to report from time to time (Hill et. al., 1998). This practice has already been implemented even before the pandemic, primarily to improve work-life balance. Telecommuting is presumed to augment employees' control in their work and non-work responsibilities (Batt & Valcour, 2003; Hill, Ferris & Martinson, 2003). Similarly, according to Daft & Lengel (1986) and Noonan & Glass (2012), working at home allows you to spend more time with family which means demands at home can easily be fulfilled. However, there are contrasting results about the impact of working from home among the literatures. Some studies have claimed

that employees who frequently telecommute have a higher propensity to experience interferences between their work and family life (Breugh & Frye, 2008; Russell, O'Connell & McGinnity, 2009; Chung, 2017) contrary to the purpose of work-from-home. Therefore, one of the objectives of this study is to investigate the occurrence of work-family interferences among employees who work from home in the middle of a pandemic.

Telecommuting

Telecommuting is one of the many strategies used to promote work-life balance to enhance employees' control at work (Batt & Valcour, 2003; Hill, Ferris & Martinson, 2003), to have more time with their family because they can easily fulfill demands at home (Daft & Lengel, 1986; Noonan & Glass, 2012), and to lessen work-family conflict (Kossek, Lautsch & Eaton, 2006) especially for those employees who have caregiving errands at home (Sarbu, 2018). Yet, some

studies have claimed that a work-from-home arrangement is positively correlated to work-family conflicts. One of the main reasons is the permeable boundaries between work and family roles. Telecommuting takes away those boundaries between one's role at work and at home as the person is required to be connected at work all the time (Chesley, Moen & Shore, 2003; Kossek, Lautsch & Eaton, 2006). It was also reported that working at home takes longer working hours compared if they work at the office (Madders & Jones, 2008). Having extra hours and numerous disruptions outside the usual working hours because of the technological device utilizations may lead to higher rates of work-family conflict (Leung & Zhang, 2017; Sarbu, 2018). Similarly, Golden (2012) mentioned that exhaustion is associated with higher work-family conflict when there is extensive telecommuting. A more specific conjecture is from the study of Golden (2006) who supposed that frequent telecommuting is correlated to low work interference to family but higher in family interference to work.

H1: There are significant differences in work-to-family and family-to-work interferences between employees who work eight hours a day compared to those who work for more than eight hours a day

Work-Family Conflict

Work and family interferences may eventually lead to work-family conflict. It is defined as "a form of inter-role conflict in which the role pressures from the work & family domains are mutually incompatible" (Greenhaus & Beutell, 1985). This could be when an employee has trouble doing a task from one domain because of their participation from the other domain. The direction of work & family conflict is considered bi-directional which means that work may interfere with family or family may interfere with work. It also signifies that the two directions are conceptually different but linked by inter-role conflicts (Greenhaus & Beutell, 1985). Specifically, according to Netemeyer, Boles & McMurrian (1996), work-to-family conflict is "a form of inter-role conflict in which general demands, time devoted and strain created by the job interfere with performing family-related responsibilities". On the other hand, family-to-work conflict is "a form of inter-role conflict where general demand, time devoted and strain created by family interferes with performing job-related responsibilities." This means that the needs in one domain will make the performance in the other domain more difficult to accomplish (Katz & Kahn, 1978)

because of the a) general demands (i.e., duties, responsibilities, expectations), b) time spent and, c) stress created. However, work interference to the family is observed to have a stronger association with negative outcomes than family interference to work (Byron, 2005). The degree of these role incompatibilities can be explained by the role theory (Katz & Kahn, 1978) which assumes that people have a limited number of personal resources such as time and energy. So, when a person is in a situation where they need to take on dual or multiple roles, personal resources may eventually run out. If it happens, the person will encounter difficulties in fulfilling the demands of their other roles. This explains why pressures of work and family roles may obstruct the accomplishment of responsibilities of both roles involved. Eventually, this may lead to stress that will spill over to either work or family domain.

The spillover effect is observed when attitudes, emotions, and behaviors formed in one domain reach into the other domain (Edwards & Rothbard, 2000). This may have a positive or a negative consequence. The positive effect compensates for the negative experiences (or demands) which improve the person's performance and functioning (Greenhaus & Powell, 2006). The negative consequence involves the mutually incompatible role conflicts (Greenhaus & Beutell, 1985) that negatively impact the person, the family, or the organization (Carroll, Hill, Yorgason, Larson & Sandberg, 2013; Ahmed, 2018). The unfavorable impact may include challenges in employees' mental and physical health (French, Dumami, Allen & Shockley, 2018; Shockley & Singla, 2011; Panatik, Badri, Rajab, Rahman & Shah, 2011), quality of their familial relationships (Carroll, Hill, Yorgason, Larson & Sandberg, 2013), and decline in productivity, organizational commitment, job satisfaction and increase in absenteeism and turnover (Ahmed, 2014). Furthermore, the work-family conflict has also been affecting work engagement which could negatively impact employee motivation and involvement. Several studies have found out that employees become less engaged at work when experiencing work-family conflicts (Opie & Henn, 2013; Sayar, Jahanpour, Maroufi & Avazzadeh, 2016; Karatepe & Karadas, 2016) because of the emotional exhaustion conflict creates (Wayne et. al, 2017). This may prevent or reduce employees' time and energy in engaging in their work roles (Opie & Henn, 2013).

H2: Work-to-family and family-to-work conflicts are negatively related to work engagement

Work Engagement

Work engagement (WE) is operationally defined by Schaufeli and colleagues (2001) as “the positive, fulfilling, work-related state of mind characterized by vigor, absorption, and dedication.” It (WE) is a constant and prevalent affective-cognitive state independent of a situation, behavior, or person. Vigor entails high energy levels and mental resilience of the employee especially in dealing with work difficulties. Absorption is the person’s positive interest and preoccupation at work which makes detachment from work challenging. Dedication is characterized by the amount of employee’s involvement and a sense of pride and achievement from work. Essentially, work engagement is regarded as being charged with high energy and dedication to one’s work (Maslach, Schaufeli, & Leiter, 2001).

In other literatures, WE are conceptually regarded as the opposite of burnout, wherein burnout is a reaction to a prolonged work-related strain exhibited as reduced emotional resources, negative attitudes towards work, and decreased professional efficacy (Maslach, Jackson & Leiter, 1996). However, it must be noted that, even if these two variables are negatively correlated in practice, burnout and work engagement are ideally two distinct concepts that must also be evaluated separately (Schaufeli & Bakker, 2001). An employee who is experiencing burnout may either score high or low in work engagement. Likewise, a highly engaged employee may still encounter burnout.

Having said that, work engagement is important to be attained and preserved among employees as it is an important factor in organizational success that brings in higher profitability, enhanced customer satisfaction, positive job attitudes, and a decline in employee turnover (Saks & Gruman, 2014). According to Joshi (2011), some of the possible determinants of work engagement could be work-life balance, relationships with superiors and co-workers, and job content. This is further supported by the studies of Demerouti et al (2001) & Salanova et al. (2001) which argued that co-worker and supervisor support, performance feedback, and certain job characteristics like autonomy and task variety are correlated to work engagement. It also necessitates certain psychological conditions of meaningfulness, psychological safety, and personal resources (Kahn, 1990) like self-efficacy (Salanova et. al., 2001). According to Montgomery et. al. (2003), employees who can spillover positive feelings from work to home or home to work will display higher levels of work engagement compared to employees who do not. In addition, Saks (2006) also

mentioned that working without space, low flexibility, low autonomy, and a non-stop working period may deter work engagement among employees. This means that the presence of certain job demands may negatively affect the level of one’s work engagement because of the negative spillover unless there is a presence of a job resource or a personal resource that could spill over positive attitudes which could buffer the negative impact of the job demands towards work engagement.

Grit

In this study, grit is considered as a possible personal resource that can spillover a positive effect amidst an experience of work-family conflicts while telecommuting. Grit is a non-cognitive trait that highlights a person’s long-term perseverance of effort and consistency of interest especially during difficult situations (Duckworth et. al., 2007). Perseverance of effort and consistency of interest were the two major dimensions of grit identified by Duckworth, Peterson, Matthews & Kelly (2007) where perseverance of effort is one’s tendency to stay committed to their goal and sustain efforts in time of difficulty while the consistency of interest is a person’s ability to stay focused and passionate on a specific interest and goal over a long period of time. According to Maddi et. al. (2012), gritty people are more susceptible to investing their time and resources to maintain their focus during harsh conditions. This is because gritty people consider stressors as manageable challenges and as opportunities for development (Kabat-Farr et. al., 2017). Hence, grit can be considered as a personal resource because of its capacity to forecast perseverance and engagement in one’s goals especially in times of threat and challenges (Von Culin et. al., 2014) because grit influences how a person perceives a situation and its accompanying stressors (Jin & Kim, 2017).

Although grit has been recognized and explored as a significant determinant of several academic variables such as academic achievement and academic performance (Duckworth et. al, 2007; Duckworth & Quinn, 2009), this study aimed to investigate grit in the context of employees since grit is a personality trait which means that it is a relatively stable variable that could be observed consistently in a person. To further understand the role of grit as a moderator in this study, the job-demands resources model by Bakker & Demerouti (2006) was considered.

Job Demands-Resources Model

The model of Bakker & Demerouti (2006) explains that chronic exposure to job demands may lead to exhaustion of resources and eventually depletes the energy of the person while job resources have a motivational potential that leads to higher work engagement and performance. Job demands are the physical, psychological, social, and organizational characteristics of the job that necessitate a persistent physical and/or psychological effort from the employee. This can be in a form of emotionally challenging situations at work, too much workload, or a poor physical work environment. In this study, the work-from-home situation that leads to a work-family conflict may be deemed as a job demand.

Job resources, alternatively, are the physical, psychological, social, or organizational characteristics of the job that does not only encourage motivation and work engagement but also lower the impact of job demands on job strain which includes burnout. There are also expectations that job resources will be more influential if job demands are high (Bakker & Demerouti, 2006; Hobfoll, 1989). An extension of the model proposed by Xanthopoulou et. al. (2006) claimed that aspects of the person or personal resources may operate as moderators in investigating the connection of environmental factors and organizational outcomes. This is supported by the studies of Pierce & Gardner (2004) and Van Ypren & Snijders (2000) which purport those higher levels of personal resources aid a person to face challenging situations more successfully that will help them also to avoid a negative outcome. Personal resources allow people on how to efficiently assess and react to their environment. Therefore, personal resources are commonly associated with resiliency and the person's capability to regulate and influence their environment well (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2007). In this study, grit is considered as the personal resource that is hypothesized to moderate the impact of work-family conflict on work engagement among employees who telecommute.

H3: Grit moderates the impact of work-family conflict on work engagement

Conceptual Framework

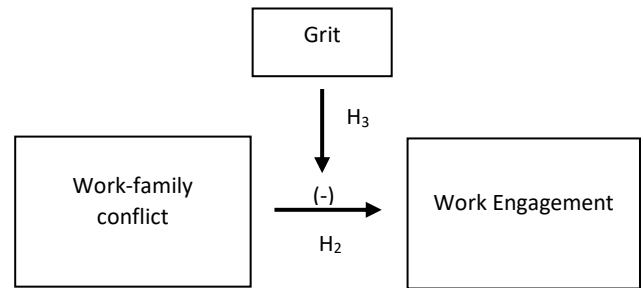


Figure 1. Hypothesized model of the study

In this study, grit was used as a personal resource that acted as a moderator between the impact of work-family conflict to work engagement. Specifically, the study wanted to investigate whether gritty employees, who telecommute, are less impacted by work-family conflicts and instead are more engaged at work.

METHODOLOGY

Design

A descriptive-correlational design was used to examine the moderating role of grit on the impact of work-family conflict on work engagement among work-from-home employees. The descriptive design aimed to describe the demographic profile, work-family conflict, grit, and work engagement of the respondents. The correlational design was intended to examine the impact of work-family conflict to work engagement and how can this be buffered by a personal resource which is grit.

Participants

The study used a purposive sampling technique, a type of non-probability sampling where respondents are taken by criteria. The inclusion criterion is that the respondents must be currently working from home due to community quarantine restrictions. Respondents who are working from home for more than 6 months were not included. Out of the 191 respondents, only 159 met the criteria and were considered as part of the study. Table 1 presents the distribution of respondents based on their personal and employment information. Respondents are mostly female,

single in status, and hold a regular/tenured employment status. The average age of the respondents was 28.68 years (SD = 6).

Table 1. Distribution of Respondents by Personal and Employment Information

Demographic Profile	Frequency	Percent
HOURS SPENT WORKING FROM HOME		
At most 8 hours	78	49.06
More than 8 hours	81	50.94
SEX		
Male	36	22.64
Female	123	77.36
CIVIL STATUS		
Single	123	77.36
Married	34	21.38
EMPLOYMENT STATUS		
Regular/Tenured	115	72.33
Probationary	26	16.35
Contractual/Project-based	18	11.32
AGE	Mean = 28.68 (SD = 6, Min = 20, Max = 60)	

Data Measures

Demographic questionnaire

This was composed of participants' profiles that includes age, gender, civil status, employment status, and hours spent working at home.

Work-Family Conflict Scales

The scale was developed by Netemeyer, Boles & McMurrian (1996) with a coefficient alpha of 0.88 for the work-family conflict (WFC) scale and 0.86 for the family-work conflict (FWC) scale. There are 10 items with a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). Sample items are "The amount of time my job takes up makes it difficult to fulfill family responsibilities" and "The demands of my family interferes with work-related activities."

12-Item Grit Scale

This original 12-item scale of grit by Duckworth, Peterson, Matthews & Kelly (2007) includes a five-point Likert scale from 1 (not like me at all) to 5 (very much like me). The scale has 2 subscales which are a) perseverance of

effort and b) consistency of interest. Sample items include "Setbacks don't discourage me" and "I am a hard worker". The scale has a high internal consistency of 0.85. The maximum score is 5 (extremely gritty) and the lowest scale on this scale is 1 (not at all gritty).

Utrecht Work Engagement Scale (UWES)

This scale that was developed by Schaufeli et. al. (2002) measures 3 dimensions of work engagement which are vigor (e.g. "At my work, I feel bursting with energy"), dedication (e.g. "My job inspires me"), and absorption (e.g. "Time flies when I'm working"). It includes 17 items with a 7-point Likert scale ranging from 0 (Never) to 6 (Always). UWES has a good internal consistency that ranges between. 0.80 to 0.90 (Salanova et. al., 2000).

Data analysis

Frequency distribution, mean scores, standard deviations, and multiple regression were utilized to measure the study variables and test the hypothesis.

Ethical considerations

The researcher secured an informed consent form which was permitted by the respondents before they responded to the research tools. The informed consent form includes the right of the research participants such that their participation is voluntary, and they have the right to withdraw at any time. They have the right to ask questions and get a copy of the results. Personal information will be treated with utmost confidentiality to avoid any conflict or issue.

RESULTS

Table 2 shows the descriptive statistics of the study variables. It can be noted that respondents reported higher work-to-family conflict than family-to-work conflict. The mean score for grit can be interpreted as an average based on the scoring instruction of the tool while the work engagement mean score is also considered average.

Table 2. Summary Statistics of Test Scores

	Mean	SD	Minimum	Maximum
WFC (Work-to-family conflict)	20.72	8.11	5.00	35.00
FWC (Family-to-work conflict)	17.38	8.24	5.00	35.00
Grit	3.44	.51	1.92	4.75
Work Engagement	4.23	0.36	0.00	6.00

Table 3. t-test Results Comparing Hours Spent Working from Home on WFC & FWC

Hours Spent Working from Home	N	Mean	SD	t	df	p-value
WFC (Work-to-Family Conflict)						
At most 8 hours	78	18.667	6.841	3.231	157	**.001
More than 8 hours	81	22.704	8.760			
FWC (Family-to-Work Conflict)						
At most 8 hours	78	17.718	8.151	.501	157	.617
More than 8 hours	81	17.062	8.355			

** Correlation is significant at the 0.01 level (2-tailed)

The test revealed that the FWC (family-to-work conflict) mean scores of the two groups are comparable ($t(157) = 0.501$, $p\text{-value} = 0.617$). Conversely, the WFC (work-to-family conflict) mean scores of those who spend more than 8 hours working from home were found to be significantly higher than those who spend less than 8 hours working from home ($t(157) = -3.231$, $p\text{-value} = 0.001$). On average, those belonging to the 'more than 8 hours' group has a WFC total score that is 4.04 points higher than those from the lower group (95% CI for the difference: (1.5687,6.5053)).

Moreover, a pairwise t-test was done to check for the difference between WFC and FWC based on the sample data. The result revealed that the WFC is indeed higher than FWC ($t(158) = 6.206$, $p\text{-value} < 0.001$). This means that individuals have the propensity to score higher in the WFC test than in the FWC test. On average, the WFC total score is 3.34 points higher than the FWC total score (95% CI: (2.28,4.40)).

H1: There are significant differences in work-to-family and family-to-work interferences between employees who work eight hours a day compared to those who work for more than eight hours a day

To test this hypothesis, an independent-samples t-test was conducted to find out if WFC (work-to-family conflict) mean scores and the FWC (family-to-work conflict) mean scores of those who spend more than 8 hours working from home are higher compared to the mean scores of those who spend at most 8 hours working from home.

H2: Work-to-family and family-to-work conflicts are negatively related to work engagement

To explore the relationship between the WFC and FWC, and work engagement, Pearson's correlation coefficient was computed to assess the presence of a linear relationship among the study variables. The table below shows that WFC and FWC are not significantly associated with work engagement, having very weak (negative) linear associations.

Table 4. Pearson correlations of WFC & FWC to Work Engagement

	Correlation Coefficient (r)	p - value
WFC (Work-to-family conflict)	-0.052	0.511
FWC (Family-to-work conflict)	-0.033	0.684

H3: Grit moderates the impact of WFC & FWC to work engagement

A multiple linear regression model with interaction terms that uses work engagement as the dependent variable was fitted to the data with the following set of predictor variables:

1. Grit total score, WFC total score, and their interaction (model 1)
2. Grit total score, FWC total score, and their interaction (model 2)

3. Grit total score, WFC total score, FWC total score, the interaction between grit and WFC, and the interaction between grit and FWC (model 3)

For each model configuration, the variables were mean-centered to solve multicollinearity issues arising from the presence of interaction terms. The results show that the grit total score is not a moderator in any of the model configurations as shown in the table below.

Table 5. Multiple Linear Regression Model in Testing Hypothesis 3

Model	Unstandardized Coefficients		t	p-value
	Coefficient	Std. Error		
1 (Constant)	71.90	1.07	67.40	<0.001
WFC Total Score	0.03	0.13	0.22	0.823
Grit Total Score	13.23	2.10	6.29	<0.001
WFC * Grit	-0.15	0.26	-0.59	0.556
2 (Constant)	71.90	1.08	66.78	<0.001
FWC Total Score	0.10	0.13	0.78	0.440
Grit Total Score	13.44	2.12	6.35	<0.001
FWC * Grit	-0.11	0.26	-0.41	0.681
3 (Constant)	71.90	1.08	66.40	<0.001
WFC Total Score	-0.07	0.18	-0.41	0.680
FWC Total Score	0.16	0.18	0.90	0.372
Grit Total Score	13.49	2.14	6.32	<0.001
FWC * Grit	0.00	0.34	-0.01	0.995
WFC * Grit	-0.14	0.33	-0.44	0.664

DISCUSSION

1. There is a significant difference in the work-to-family and family-to-work conflicts between employees who work on an eight-hour shift compared to those who work more than 8 hours.

The first hypothesis is deemed to be accepted in the context of work-to-family conflict. The results imply that respondents, in general, experience higher work-to-family conflict than family-to-work conflict. This is consistent with the literature that, even though both conflicts occur, work interfering with the family occurs more frequently (Frone, 2003; Akkas, Hossain & Rhaman, 2015). Work-to-family conflicts are substantially more evident to those employees who reported spending more than 8 hours (a day) working

from home compared to those who spend less than 8 hours telecommuting. It means that work demands, time spent working, and strain of working from home affect employees' family-related accountabilities (Netemeyer, Boles & McMurrian, 1996). This is also consistent with the literature mentioned earlier that working from home leads to higher work-family conflict especially when the employee takes longer/extra hours outside the usual working hours (Leung & Zhang, 2017; Sarbu, 2018). Extensive telecommuting may also lead to increased work-family conflict particularly when one starts to experience exhaustion (Golden, 2012).

2. Work-to-family and family-to-work conflicts are not significantly associated with work engagement

Contrary to several literatures that confirmed the negative impact of work-family conflict to work engagement, the

second hypothesis is rejected which means that work-to-family and family-to-work interferences are not significantly associated with work engagement. Experiencing work-family conflicts, in general, does not significantly decrease work engagement levels of work from home employees. This could mean that employees may still maintain their levels of work engagement despite reporting high work-to-family interferences and moderate family-to-work interferences. One of the possible reasons for this distinct result is that participants referred to the literatures that reinforce work-family conflicts and work engagement connections were not in the context of telecommuting or working from home. Those were in the context of the typical face-to-face work.

Also, there might be other factors or variables such as other personal resources or job resources that might have played a significant interaction with work engagement which were not part of this study. As mentioned previously, Saks (2006) discussed that the presence of certain job demands may negatively affect the level of one's work engagement unless there is a presence of a job resource or a personal resource that could buffer the negative impact towards work engagement. There might be a positive spillover effect where other personal resources or job resources could have compensated for the negative impact of work-family conflict. In this case, even if grit was found to significantly impact work engagement, there might be other variables that were not accounted for such as high conscientiousness, self-efficacy, and optimism. Similarly, in the study of Conte, Aasen, Jacobson, O'Loughlin & Toroslu (2019), employees who prefer multi-tasking have the same levels of WE irrespective of the levels of WFC.

Another possible reason is there might be an absence of strain/exhaustion from the job demand experienced by the respondents. According to the JDR model, the presence of a "strain" or depletion of energy from a job demand will lead to a negative organizational outcome. So probably, even if there is a reported high work-to-family interference among the respondents, that did not lead yet to burnout during the time of data gathering since respondents were those who work from home for less than 6 months (due to quarantine restrictions). It is important to note that the data collection for this research happened around August of 2020. Hence, it could also be assumed that job and personal resources during that time were still in place and could still buffer the impact of the job demand.

3. Grit is not a moderator in any of the model configurations but is a significant predictor to work engagement.

In connection with the rejection of hypothesis 2, grit is not a significant moderator to the model. The relationship of the independent and dependent variable was not proven in the model to allow grit to be a moderator. Nevertheless, grit turned out to be a significant predictor to work engagement among work-from-home employees during a pandemic.

Consistent with the related literature, high work engagement can be sustained when employees have a solid interest in their jobs, persist during challenging situations, and if given difficult tasks (Singh & Chopra, 2018). Similarly, Suzuki et. al. (2015) specified that gritty employees are more possible to be engrossed with their work than less gritty employees. And since grit is considered a personal resource, it can control how an employee understands a situation and its associated stressors (Jin & Kim, 2017). Hence, can also influence work engagement because the nature of grit is working diligently towards a consistent goal over a particularly long period of time. With this trait, it is easier for an employee to be more enthusiastic and energetic about their work especially if their work is essential to their aspirations.

CONCLUSIONS AND RECOMMENDATIONS

In summary, it could be noted that work-from-home employees who spent longer than 8 hours a day working experience higher work-to-family interferences compared to those who are working for lesser hours. Organizations should ensure work-life balance programs are in place during a work-from-home setup since half of the participants reported that they work for more than 8 hours a day, and it could potentially interfere with family roles or family affairs. Work-to-family and family-to-work interferences were found to be not significantly related to work engagement. Additionally, grit did not become a significant moderator to the model but was found to be a significant predictor to work engagement. It could be suggested to future researchers to consider samples who are exposed to a job demand for a longer period to confirm possible exhaustion or depletion of job or personal resources. In addition, future researchers could also consider another personal resource such as a specific Filipino

work value or a covariate to WFC such as Filipino work motivations to have an in-depth and culture-specific understanding of the variable interactions.

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