

The Moderating Role of Self-Consciousness in the Effect of Work-Family Conflict on Work Engagement

El papel moderador de la autoconciencia en el efecto del conflicto trabajo-familia en el trabajo

O papel moderador da autoconsciência no efeito do conflito entre família e trabalho no envolvimento no trabalho

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Abstract

In this study, it was aimed to determine the moderating role of self-consciousness in the effect of work-family conflict on work engagement. This research conducted on 438 academics working in two public universities in Turkey has the relational model. The model created for research purposes was tested with SPSS Process macro software. As a result of the research, significant negative relations were found between work-family conflict and work engagement. Again, As a result of the hierarchical regression analysis, it was observed that self-consciousness does plays a moderating role in the effect of work-family conflict on the job attachment and vigor, sub-dimension of vigor and dedicatin. Accordingly, individuals with high self-consciousness feel less of the negative effects of work-family conflict than individuals with low self-consciousness.

Keywords: Apsoption, Dedication, Self-Consciousness, Vigor, Work Engagement, Work-family Conflict.

Resumo

Neste estudo, objetivou-se determinar o papel moderador da autoconsciência no efeito do conflito entre família e trabalho no engajamento no trabalho. Esta pesquisa realizada com 438 acadêmicos que trabalham em duas universidades públicas na Turquia tem o modelo relacional. O modelo criado para fins de pesquisa foi testado com o software de macro SPSS Process. Como resultado da pesquisa, foram encontradas relações negativas significativas entre o conflito entre a família e o trabalho. Novamente, como resultado da análise de regressão hierárquica, observou-se que a autoconsciência desempenha um papel moderador no efeito do conflito entre família e trabalho no apego e

Resumen

En este estudio, su objetivo era determinar el papel moderador de la autoconciencia en el efecto del conflicto trabajo-familia en el compromiso laboral. Esta investigación realizada en 438 académicos que trabajan en dos universidades públicas en Turquía tiene el modelo relacional. El modelo creado para fines de investigación se probó con el software macro SPSS Process. Como resultado de la investigación, se encontraron relaciones negativas significativas entre el conflicto trabajo-familia y el compromiso laboral. Nuevamente, como resultado del análisis de regresión jerárquica, se observó que la autoconciencia sí desempeña un papel moderador en el efecto del conflicto trabajo-familia en el apego y el vigor del trabajo, la subdimensión del vigor y la dedicación. En consecuencia, las personas con alta autoconciencia sienten menos los efectos negativos del conflicto trabajo-familia que las personas con baja autoconciencia.

Palabras clave: absorción, dedicación, autoconciencia, vigor, compromiso laboral, conflicto trabajo-familia.

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vigor do trabalho, subdimensão do vigor e dedicação. Assim, indivíduos com alta autoconsciência sentem menos efeitos negativos do conflito entre trabalho e família do que indivíduos com baixa autoconsciência.

Palavras-chave: Absorção, Dedicção, Autoconsciência, Vigor, Engajamento no Trabalho, Conflito entre Trabalho e Família

Introduction

Emotional intelligence is very important in the organizational field as in all areas of life (Goleman, 2000). In order to be able to organize the relations in his/her life and to make inferences about how s/he should respond to the situations and conditions s/he encounters, individual must first have awareness of his/her own feelings and thoughts. At this point, self-consciousness becomes more valuable and important than other emotional intelligence abilities (Marshall, 2001: 93). Because self-consciousness, especially empathy, is the basis of emotional intelligence (Titrek, 2007: 81). Thus, Demir (2010) states that managers with high self-consciousness show more moderate approaches to understanding others' problems and solving problems. Ghorbani, Cunningham and Watson (2010) state that there is a negative relationship between self-consciousness and perceived stress. Individuals with low self-consciousness often succumb to their feelings and feel helpless because they do not know how to deal with their emotions. These individuals can often have tantrums and lose their control in the face of sudden state changes (Goleman, 2010: 67).

Academicians are science workers who provide social, psychological and economic contributions to the world and society they live in by using scientific ways and methods. In the literature, it is known that there are many factors that effect the employee's work engagement, which expresses the cognitive, physical and affective integration of the employee with the work. The work-family conflict arising from the individual's inability to fulfill his/her obligations to his/her family with the effect of his/her responsibilities in his/her work is one of these elements. Academics, who perform tasks such as giving lectures, producing academic and scientific studies and sharing them, often experience work-family conflict. As a result of the conflicts arising from the negligence of academicians' obligations regarding family and social life, it is thought that academicians' work engagement will be negatively affected. At this point, the expectation that the negative consequences that may occur on the work engagement can be shaped by self-consciousness constitute the starting point of the research.

It is expected that the problems that emerge as a result of work-family conflict will decrease the desire, interest and motivation of the employee. Again, as a result of these conflicts, a decrease in employees' performance, commitment and loyalty

levels can be seen. At this point, it can be said that high self-consciousness is an element of balance. Employees with high levels of self-consciousness can more easily regulate their destabilized emotions. The systematic thinking skills of these highly self-conscious individuals, who can direct themselves and their goals well, will minimize the effects of the conflict they are exposed to. On the other hand, individuals with low level of self-consciousness are more likely to reflect the negative effects of work-family conflict on their organizations, jobs and goals. These employees lose their interest and attention to the work as a result of the ongoing conflicts. Conflicts between work and family can disrupt employees' cognitive, affective and behavioral integrity. It is possible that the employee, who has lost accord and harmony in him/herself, is alienated from his/her work and organization. In the literature review conducted, although there are researches dealing with work-family conflict and work engagement, no studies aiming to determine the role of self-consciousness in this relationship have been found. In this sense, the study aims to contribute to the existing literature by determining the role of self-consciousness in the relationship between work-family conflict and work engagement.

Theoretical framework

Self-Consciousness

Self-consciousness is the individual's being able to be aware of his/her mood and thoughts about that mood (Mayer & Stevens, 1994: 351). It can be said that the first studies on the concept were made by Fenigstein, Scheier and Buss (1975). According to the researchers, self-consciousness is defined as the tendency of the individual to focus on their own behavior, the results of these behaviors, and the thoughts and behaviors of others about themselves. They also point out that self-consciousness consists of three factors: private self-consciousness, public self-consciousness and social anxiety. Of these dimensions, private self-consciousness refers to the individual's focus on inner feelings, thoughts and motivations. Public self-consciousness expresses the self-awareness of the individual as a social object (Nystedt & Ljungberg, 2002). Public self-consciousness is divided into two sub-dimensions: style consciousness and appearance consciousness (Mittal & Balasubramanian, 1987). Social anxiety is expressed as the tendency of the individual to experience extreme anxiety about how it is

evaluated by others in social settings (Fenigstein et al., 1975).

Individuals with strong self-consciousness have a strong tendency to measure themselves. These individuals are realistic and honest about themselves. They know in which direction and for what purpose they are progressing, and they take energy from their work because their decisions match their values (Goleman, Boyatzis & McKee, 2002). Thanks to this feature that enables the person to understand him/herself better, the individual can become healthier psychologically by noticing his/her positive or negative sides (Fenigstein & Vanable, 1992: 130). Again, people with high self-consciousness can correctly understand other people's feelings and thoughts about certain situations and easily transfer them to others (İlgar & Parlak, 2014). Individuals with low level of self-consciousness cannot have systematic thinking ability because they are not aware of their emotions (Uzunoğlu & Misçi - Kip, 2007: 340). Cheek and Briggs (1982) found that self-consciousness supports the feeling of high self-confidence and satisfaction, Timuroğlu and Gürkan (2016) showed that self-consciousness had an effect on attitudinal commitment and Çelik (2010) revealed that self-consciousness competence has an effect on the characteristics of transformational leadership.

Work-Family Conflict

Business and family life, two important points of adult life, put a number of roles on individuals. But the role expectations of these two areas are not always compatible and this incompatibility provides a basis for conflicts between work and family life (Netemeyer, Boles & McMurrin, 1996: 400). Work-family conflict is a type of conflict between roles where pressures from the role of work do not coincide with pressures from the family role (Thomas & Ganster, 1995: 7). In other words, the concept can be defined as the type of conflict that occurs when work demands, which cause difficulties in terms of time and conditions, prevent the fulfillment of family demands (Netemeyer et al., 1996: 401). Voydanoff (2005) defines work-family conflict as "work-to-family conflict" where work demands make it difficult to fulfill family responsibilities and "family-to-work conflict" where family demands limit the fulfillment work duties (Voydanoff, 2005: 708). Briefly, work-family conflict expresses the incompatibility between an individual's roles s/he take as a member of an organization and a family (Efeoğlu & Özgen, 2006: 238).

Greenhaus and Beutell (1985) stated that work-family conflict can occur on three bases: time, strain and behavior. Time-based conflict is the situation where the individual cannot allocate the time that s/he allocates to activities of a role for the activities

of other role. In other words, the time allocated to meet the demands of one role limits the demands of the other role. Time-based conflict is the situation where the individual cannot allocate the time that s/he allocates to activities of a role for the activities of other role. In other words, the time allocated to meet the demands of one role limits the demands of the other role. Strain-based conflict, on the other hand, can be defined as the state that the individual is unable to fulfill the requirements of his/her other role due to the effects of stress, anxiety, fatigue, depression, indifference and irritability (Ivancevich & Matteson, 1980; Van Sell, Schuler & Brief 1981) while s/he is meeting the demands of one role. Behavior-based conflict refers to the incompatibility between the behavior patterns required by one role and the ones required by the other role (Greenhaus and Beutell, 1985: 77-82).

In the literature, it is seen that workload increases work-family conflict (Allen & Finkelstein, 2014; Goh, Ilies & Wilson, 2015; Kahraman & Çelik, 2018). As a result, employees' intention to quit increases (Çarıkcı & Çelikkol, 2009). The life satisfaction (Ernst Kossek & Ozeki, 1998; Okutan, Alp & Çalış, 2016), job satisfaction (Bacharach, Bamberger and Conley, 1991; Noor, 2002; Wayne, Musisca & Fleeson, 2004; Yüksel, 2005; Kırac, Demir & Kahveci, 2018; Adams, King & King, 1996) so the quality of life (Demerouti, Bakker & Schaufeli, 2005) of the employees exposed to work-family conflict are decreasing. As a result of this conflict again, these employees' work stresses (Efeoğlu & Özgen, 2006) increase while their organizational commitment (Turuç & Erkuş, 2010) decreases.

Work Engagement

According to Kahn (1990), work engagement is the employee's adapting him/herself to the role of the work, giving him/herself to work physically, cognitively and emotionally (Kahn, 1990). Maslach and Leiter (1997), on the other hand, considered the concept of work engagement as the employee's not showing burnout in his/her work. Schaufeli, Salanova, Gonzalez-Romá and Bakker (2002: 74) defined work engagement as a "positive, satisfying and work-related state of mind characterized by vigor, dedication and absorption". Arokiasamy and Tat (2019: 192) stated that work engaged employees show dominant performance and productive behavior and that those employees are more inclined to go beyond the roles assigned to them.

The concept of work engagement was examined in three dimensions as vigor, dedication and absorption. Vigor encompasses features such as the mental resilience of the employee, his/her desire for effort, and high energy. The dedication dimension refers to the employee's level of commitment to the

work. This is about individuals finding the work meaningful, their awareness in accordance with the purpose and requirements of the work. Absorption, which is the last dimension regarding the concept, expresses employees who are too happy to be aware of time (Turgut, 2011: 156).

In the literature, there is a positive interaction between work engagement and work-life balance (Garczynski, Waldrop, Rupperecht & Grawitch, 2013), organizational climate and organizational support (Hughes, Avey & Norman, 2008; Köse, 2015; Meriç, Çiftçi & Yurtal, 2019), job satisfaction and organizational commitment (Dalay, 2007; Özyılmaz & Süner, 2015; Arslan & Demir, 2017), organizational identification (He, Zhu & Zheng, 2013) and job performance (Rich, Crawford & LePine, 2010).

Research Hypotheses

The expectation that employees' work engagement, which constitutes the most important source of organizations, will be negatively affected by work-family conflict is the starting point of this research. It is also a question of the role of self-consciousness, which is believed to change the direction and level of the relationship between the variables mentioned in this relationship. In many studies, it is seen that work-family conflict is an important guide to dedication to work (Turgut, 2011; Opie & Henn, 2013). In the literature, studies examining the relationship between dedication to work and work-family conflict, which is the type of conflict that occurs when job roles prevent the fulfillment of family responsibilities have been attracting attention. These studies indicate that there are negative relations between work-family conflict and commitment to work (Şatır, 2002; Montgomery, Peeters, Schaufeli & Den Ouden, 2003; Mauno, Kinnunen & Ruokolainen, 2007;

Turgut, 2011; Dede, Yılmaz & Çakınberk, 2014). From these studies, Şatır (2002) states that time-based work-family conflict is in a negative relationship with dedication to work. Similarly, Turgut (2011) also found that time-based and emotional-based work-family conflict negatively affects work engagement. However, there are also studies indicating that work-family conflict has a negative effect on work engagement without discriminating between time-based or emotion-based conflict (Dede et al., 2014; Mauno et al., 2007; Montgomery, Peeters, Schaufeli & Den Ouden, 2003). Mauno et al. (2007), found that work-family conflict has negative effects on work engagement and especially lowers the vigor scores. Opie and Henn (2013), on the other hand, found that employees who have a high level of organizational work-family conflict participate in the organization at a low level.

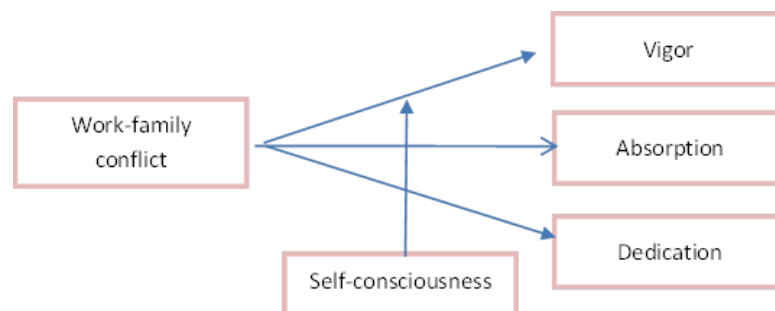
In line with all these explanations, the hypotheses and model of the research are as follows:

H₁: Work-family conflict affects vigor, dedication and absorption, which are the sub-dimensions of work engagement, in a significant and negative way.

H₂: Employees' level of self-consciousness plays a moderating role in the relationship between work-family conflict and vigor.

H₃: Employees' level of self-consciousness plays a moderating role in the relationship between work-family conflict and absorption.

H₄: Employees' level of self-consciousness plays a moderating role in the relationship between work-family conflict and dedication.



Methodology

Work-family conflict generally arises from organizational variables such as intense workload, long working hours, performance anxiety. As a result of the work-family conflict that is exposed, the employee experiences

difficulties in giving him/herself to work, focusing and absorbing physically, cognitively and emotionally. In this sense, this research, which aims to determine whether self-consciousness has a moderating role in the effect of work-family conflict on work engagement, has a relational model.

Academic employees, who are individuals contributing, reading, writing and producing science, are the group where work-family conflict can be seen most frequently because of their long working hours. In addition to course intensity, academic studies, congresses and trainings, the consultancy activities through which they try to share their knowledge cause these individuals to work outside of working hours. In this sense, the high potential of this group regarding work-family conflict caused it to be determined as the sample of this research. In this research performed on 438 academics working in two public universities in Turkey, convenience sampling method was used.

In order to determine participants' level of work engagement, Utrecht work engagement scale (UWES) developed by Schaufeli et al. (2002) was used. The scale was adjusted into Turkish by Turgut (2011) and it consists of three dimensions: vigor, dedication and absorption. In order to measure work-family conflict, the "work-family conflict scale" developed by Netemeyer et al. (1996) was used. The 6 items dimension of the scale, which was translated into Turkish by Efeoglu and Ozgen (2006), measuring work-family conflict was used in this study. Again in the study, finally, the self-consciousness scale developed by Fenigstein et al. (1975) and adjusted into Turkish by Rugancı (1995) was used, as well. 6 items expressions measuring

private self-consciousness were implemented in the study.

Validity and Reliability Analysis of the Scales Used in the Research Exploratory (EFA) and confirmatory factor analysis (CFA) were used to determine the construct validity of the scales planned to be used in the study. The suitability of pre-analysis data to exploratory factor analysis was determined by Kaiser-Meyer-Olkin Test (KMO) and Bartlett Sphericity Test, and the sample size was found to be suitable for factor analysis at all scales. Then, in the exploratory factor analysis made for the work engagement scale, which is the independent variable of the research, three dimensions were determined in accordance with the original scale. The results showed that three factors with eigenvalues above 1 explain 79,847% of the total variance. As a result of the exploratory factor analysis made for the work-family conflict scale, the structure of the scale that consists of five items and one factor was confirmed. It was seen that the factor explains 79,505% of the total variance. Finally, as a result of the exploratory factor analysis made for the self-consciousness scale, the structure of the scale that consists of six items and one factor was confirmed. This single dimension obtained from the analysis explains 53,112% of the total variance.

Table 1.
CFA Regarding Variables

Scale / Indices	χ^2	Df	P	χ^2/df	CFI	GFI	IFI	NFI	RMSEA
Work Engagement	417,854	84	.00	4,8974	0,92	0,90	0,91	0,91	0,09
Work-Family Conflict	4,405	2	,00	2,203	0,99	0,99	0,99	0,99	0,05
Self-consciousness	35,262	8	,00	4,407	0,96	0,97	0,96	0,96	0,09

Goodness of fit values: Marsh, Balla and McDonald 1988; Byrne, 2001; Kline, 2005; Sumer, 2000; Lightning, 2007; Tabachnick and Fidell, 2007.

The fit index values of the research variables after the first level confirmatory factor analysis are given in table 1. When Table 1 is analyzed, it is seen that the results of the CFA made for work engagement, work-family conflict and self-consciousness scales have expected goodness of fit values. Again, the alpha reliability coefficient calculated for the scales was determined as ,846 for the vigor dimension, ,907 for absorption and ,879 for dedication to work, which are the sub-dimensions of work engagement. While this coefficient was determined as ,928 for the work-

family conflict scale, it was ,822 for the self-consciousness scale.

60.3% of the academicians participating in the research are male, 72,6% are married, 31,5% are doctor lecturers and 30,8% are lecturers. It has also been determined that 52,1% of the participants have 10 years or more working experience.

The relations between the variables of the research (work-family conflict, work engagement and self-consciousness), and the standard deviation and mean values of these relations are given in table 2.

Table 2.
Mean, Standard Deviation and Correlation Values

	Mean	S.D.	1	2	3	4	5
1. Work-Family Conflict	2,40	1,031	1				
2. Vigor	3,85	,766	-,266**	1			
3. Absorption	4,26	,712	-,189**	,784**	1		
4. Dedication	3,87	,807	-,150**	,519**	,580**	1	
5. Self-Consciousness	3,36	,696	,096**	,166**	,148**	,232**	1

While ** shows that it is significant at 1% level ($p < 0.01$).

When Table 2 is examined, it is seen that negative relations were determined between the work-family conflict and vigor ($r = -0,266$ and $p < 0.01$), work-family conflict and absorption ($r = -0,189$ and $p < 0.01$), and work-family conflict and dedication ($r = -0,150$ and $p < 0.01$) while there were positive relations between work-family conflict and self-consciousness ($r = 0,096$ and $p < 0.01$). Again, positive relations were found between self-consciousness and vigor ($r = 0.166$ and $p < 0.01$), absorption ($r = 0.148$ and $p < 0.01$), and dedication ($r = ,232$; $p < 0.01$). When the mean of the variables are analyzed, it is seen that

the work-family conflict exposed by the academicians was below the mean (2,40), but

their scores of vigor (3,85), absorption (4,26), dedication (3,87) and self-consciousness (3,36) were above the mean.

Findings on Hypotheses

In order to determine the effect of work-family conflict on vigor, absorption and dedication, which is the first hypothesis of the research, simple linear regression analysis was carried out. These variables were fixed before the analysis in order to eliminate the effect of demographic variables on the model. The results of the analysis after this fixing are given in Table 3.

Table 3.
The Effect of Work-Family Conflict on Vigor, Absorption and Dedication

Model 1	Model Summary		Anova		Coefficients			Durbin - Watson	Collinearity Statistics	
	R ²	R	F	P	β	t	p		Tol.	VIF
WFC VIG	,111	,333	5,046	,000	-,252	-4,430	,000	2,093	,971	1,030
WFC ABS	,074	,272	3,248	,002	-,160	-2,768	,006	2,106	,979	1,021
WFC DED	,079	,281	3,484	,001	-,175	-3,039	,003	2,136	,975	1,025

WFC=Work-Family Conflict, VIG=Vigor, ABS=Absorption, DED=Dedication

When Table 3 is examined, the model was found to be significant for all three dimensions as a result of the simple linear regression analysis aimed at determining the effect of work-family conflict on vigor, absorption and dedication ($F = 5,046$, $p < ,005$; $F = 3,248$ $p < ,005$; $F = 3,484$, $P < ,005$) which are the sub-dimensions of work engagement. According to the R² determination coefficient value in the table, 11% and 7% of the changes occurring in vigor, absorption and dedication were explained by work-family conflict. Accordingly, work-family conflict affects vigor ($\beta = -,252$; $t = -4,430$; $p = ,000$), absorption ($\beta = -,160$; $t = -2,768$; $p = ,000$) and dedication ($\beta = -,175$; $t = -3,039$; $p = ,000$) in a significant and negative way. It can also be stated that Durbin-Watson values do not constitute a

problem (Anderson et al., 2011: 751-753). In addition, VIF values are below 5 and tolerance values are close to 1. So, it can be stated that there is no multiple linear regression problem (Hair et al., 2013: 201).

The PROCESS macro created by Hayes (2013) and using the least squares method was used to determine the moderating role of self-consciousness in the effect of work-family conflict on work engagement, which is the others hypothesis of the research. As stated earlier, the relation of work-family conflict (independent variable), with self-consciousness (moderating variable) in its effect on vigor, absorption and dedication (dependent variables) was examined in the study.

Table 4.
The Moderating Role of Self-Consciousness in the Effect of Work-Family Conflict on Work Engagement

Model	Relations	Regression Coefficients			%95 Confidence Interval		Model Summary
		β	t	P	Low	High	
1 VIG	WFC	-,192	-3,947	,000	-,287	-,096	R= ,342; R ² =,117; F=12,057; p=,000
	SC	,197	3,196	,002	,076	,318	
	WFC*SC	,190	2,382	,014	,039	,341	
2 ABS	WFC	-,097	-2,016	,045	-,191	-,002	R= ,273; R ² =,074; F=7,106; p=,000
	SC	-,257	4,063	,000	,132	,381	
	WFC*SC	,073	1,050	,295	-,064	,210	
3. DED	WFC	-,125	-2,280	,000	-,215	-,034	R= ,263; R ² =,069; F=7,248; p=,000
	SC	,164	2,812	,005	,049	,278	
	WFC*SC	,140	2,302	,043	-,013	,292	

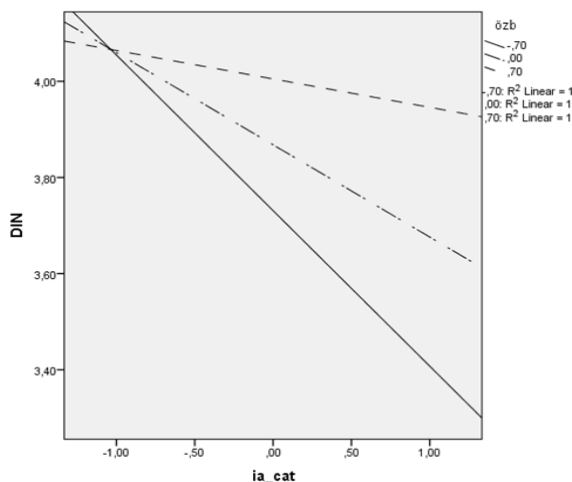
VIG=Vigor, ABS=Absorption, SC=Self-consciousness, DED=Dedication

According to Table 4, the second model created to determine the moderating role of self-consciousness in the effect of work-family conflict on absorption was found meaningless. It was observed that the model lost its significant effect by adding the term of interaction to the model ($p = ,295$). Accordingly, it was determined that self-consciousness does not play a moderating role in the relationship between work-family conflict and absorption. In this sense, it can be stated that self-consciousness plays a moderating role in the effect of work-family conflict on vigor and dedication.

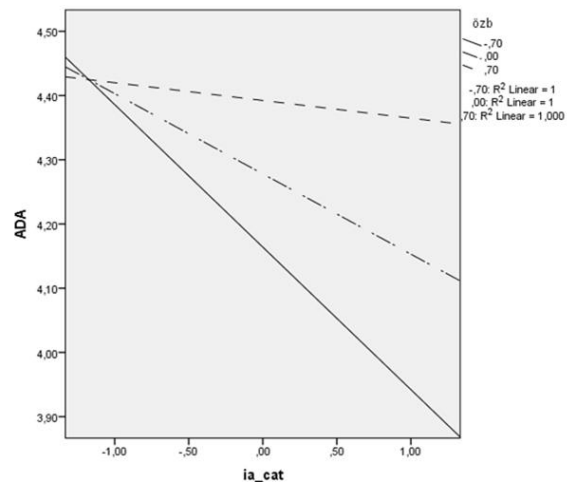
The first ($R = ,342$; $R^2 = ,11$; $F = 12,057$; $p = ,000$) and third models ($R = ,263$; $R^2 = ,069$; $F = 7,248$; $p = ,000$), which consist of work-family conflict and self-consciousness variables, are statistically significant. Accordingly, it was determined that the

variables included in the analysis on the basis of models explain 11% of vigor ($R^2 = ,117$) and 6,9% of dedication ($R^2 = ,069$). When Table 4 is analyzed, it was seen that work-family conflict has a negative effect on vigor ($\beta = -,192$; $p < ,01$) and dedication ($\beta = -,125$; $p < ,01$), while a positive and significant effect on self-consciousness ($\beta = ,197$; $p < ,01$; $\beta = ,164$; $p < ,01$). Again, the moderating effect of the term of work-family conflict and self-consciousness on vigor ($\beta = ,190$; $p < ,01$) and dedication ($\beta = ,140$; $p < ,01$) was found significant.

Graphs 1 and 2 graphically show the relationships between work-family conflict, self-consciousness, vigor and dedication (Hayes, 2013). As understood from the graphs, the effect of work-family conflict on vigor and dedication is less for employees with high self-consciousness.



Graph 1. Relationships between work-family conflict, self-consciousness, vigor and dedication.



Graph 2. Relationships between work-family conflict, self-consciousness, vigor and dedication.

Conclusion and Discussion

Although business and family life may seem different, it is actually like a chain that integrates with each other. Each link in this chain represents the roles that individuals assume. Individuals who have more than one role in both social and business life are expected to fulfill every task successfully. However, sometimes individuals cannot balance these roles, thus have some problems. Work-family conflict also occurs when this balance is disturbed.

According to the results of the correlation analysis, negative relationships were found between work-family conflict and the dimensions of work engagement (vigor, absorption and dedication). This finding is in line with other studies in the literature (Opie & Henn, 2013; Akgemci, Kurt & Kalfaoğlu, 2019).

As a result of the simple linear regression analysis, it is seen that work-family conflict has a negative and significant effect on vigor, absorption and dedication which are the sub-dimensions of work engagement. In this sense, it can be said that active and negative actions taken from family to work due to reasons arising from the conditions and responsibilities of the work will decrease the employees' interest, absorption and dedication. It is possible to come across studies that support this result of the research in the literature (Şatır, 2002, Montgomery et al., 2003, Mauno et al., 2007, Turgut, 2011, Fiksenbaum, 2014, Akgemci et al., 2019). In this sense, the first hypothesis of the research, "H₁: Work-family conflict affects vigor, absorption and dedication, which are the sub-dimensions of work engagement in a significant and negative way" was accepted.

Subsequent hypotheses of the research are aimed at determining whether the effect of work-family conflict on vigor, absorption and dedication, which are the sub-dimensions of work engagement, is shaped by self-consciousness. As a result of the analysis, it was determined that self-consciousness does not have any moderating role in the relationship between work-family conflict and absorption, which is one of the sub-dimensions of work engagement. With this result, Hypothesis 3 was rejected. However, research results indicate that self-consciousness has a moderating role on vigor and dedication, which are the sub-dimensions of work engagement. In this sense, 2nd and 4th hypotheses of the research were accepted.

It is known that vigor is related to the mental resilience of the employee and dedication is related to the level of awareness. In this sense, it is expected that self-consciousness will play a moderating role in the interaction between these dimensions and work-family conflict. However, the fact that the same role is not valid for the absorption dimension

creates a different result. According to this result, the absorption ability of the employee who is exposed to work-family conflict cannot be balanced by self-consciousness. This situation points to the problem of the person's returning to his/her normal life after the conflict. These individuals cannot easily get rid of the effects of the conflict. This result of the study shows that only self-consciousness skills are not solely enough for individuals who experience negative emotions to be engrossed in their work again by feeling so happy that they forget about the concept of time.

According to the research findings, the relationship between work-family conflict and vigor and dedication is shaped by self-consciousness. Accordingly, the effect of work-family conflict on vigor and dedication is higher in employees with low self-consciousness than those with high self-consciousness. In other words, high level of self-consciousness can reduce the negative effects of work-family conflict.

Suggestions

Any disruption of the balance between family and business life can turn the system upside down. In this sense, self-consciousness is an element of balance between these two life spaces. In addition to the nature and structure of the work, organizational and managerial variables have important effects on the deterioration or maintenance of this balance. Managers undertake great tasks in creating an organizational culture and climate that supports academic work and life. The fact that academics, who perform tasks such as giving lectures, producing academic and scientific studies, sharing this information, and contributing to the training of new scientists, have to cope with managerial and organizational difficulties, can reduce their work engagement. With the adoption of an equal, fair and flexible management approach, academics can be helped to focus solely on their jobs. It is thought that academicians, who can move away from their organizational concerns and focus solely on the needs of their work, will use their time and energy correctly. Success, happiness and satisfaction, which arise with the correct use of resources, will also be reflected in family life. The positive emotions of these employees, who feel sufficient and successful in their work, will reflect on every point of their lives.

Again, it is recommended that the use of psychometric measurement tools, as well as quantitative measurement tools, which are frequently used in the employment of academicians, should be extended. It is also essential to measure the competencies related to social skills that are important in the transference and instructive aspects of academia. In this sense, it should be ensured that individuals who have

emotional intelligence skills and manage their emotions, as well as scientific knowledge and skills, involve in academia. Also, it is among the research suggestions to give various cognitive, affective and behavioral trainings to existing academics, thus to make these skills usable.

Limitations

Using the survey method in collecting the data used for the research constitutes the most important limitation of the research. Again, the results obtained from this study should be limited to the specified sample. For future studies, it is recommended to test the accuracy of the results of this research by re-evaluating the research variables in different organizational structures and cultures. Again, it is recommended to examine the relations among the variables such as subjective and psychological well-being, personality, and self-efficacy that can shape the effect of work-family conflict on work engagement.

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