

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

Srishti Sood^{1*}, Zuby Hassan²

ABSTRACT

This comprehensive study aims to explore the impact of Work-Family Conflicts on the organizational commitment of professional individuals. A sample of 102 professionals, consisting of 60 males and 42 females was collected and analyzed using correlational analysis and regression analysis. The findings revealed a significant weak negative correlation ($r=-0.317$) between the combined measure of work-family conflicts and organizational commitment. Additionally, the regression analysis also revealed that both work-family conflicts were significant predictors of organizational commitment. This indicates that individuals experiencing higher levels of conflict in work and family domains exhibit lower levels of commitment to their organizations, thus as the degree of conflict in work and family increases, the organizational commitment tends to decrease among professional individuals and vice versa. Moreover, $p < .001$ indicates a strong statistical significance among the two variables. These findings highlight the importance of considering an individual's work-family and family-work conflict experiences when understanding and measuring their organizational commitment. The study recommends a reevaluation of the ways in which organizational techniques should incorporate family environment and dynamics when formulating policies and practices with regards to workplace strategies, so as to manage and lessen the degree of work-family and family-work conflict experienced by professional individuals, thereby increasing organizational commitment.

Keywords: *Organizational Commitment, Work-Family Conflict, Family-Work Conflict, Family Environment, Professional Individuals*

In the chaotic hallways of the present day organizations, where dreams soar and the deadlines loom, often overlooked there exists the very force that forms the foundation of organizational commitment: the intricate interplay of family environment and its dynamics. Envision this: a devoted employee, fueled by aspirations and motivation diligently paves her way through various organizational challenges thrown her way. However, underneath the surface is an intricate network of family influences that shape and weave across every stage of her professional life. In the present day fast-paced workplaces, where an employee's every action is assessed and examined under the lens of productivity,

¹Student, Amity Institute of Psychology and Allied Sciences, Amity University, Noida

²Professor, Amity Institute of Psychology and Allied Sciences, Amity University, Noida

*Corresponding Author

Received: April 07, 2024; Revision Received: April 21, 2024; Accepted: April 25, 2024

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

output and efficiency, the impact of family environment on an individual's organizational commitment is an intriguing narrative that demands to be studied.

An individual's feelings, emotions and attitude towards their organization can be referred to as organizational commitment. Though there are a variety of models that attempt to elucidate upon the various components of organizational commitment, Meyer and Allen's "three component model" is the one that is most often referred to when explaining the concept of organizational commitment. They proposed that organizational commitment can be broadly divided into three types, "affective commitment", "continuance commitment" and "normative commitment" (Meyer and Allen, 1991). While "affective commitment" is referred to as an individual's emotional or inner attachment with the organization, "continuance commitment" can be referred to as the perceived costs that are associated with leaving the organization. "Normative commitment" on the other hand, is referred to as an individual's sense of responsibility or obligation to remain with the organization.

Family environment also has an impact on an individual's organizational commitment, ranging from the degree of supportiveness from a spouse to the level of family responsibilities an individual has. Family environment typically involves the environmental and the social climate within families.

Within this complex web of family environment, a wide range of factors such as, support provided by the family, work-family conflict, family-work conflict, spousal support, etc can influence an individual's behavior and their organizational commitment towards their organization. Work-Family conflict can be defined as a form of conflict between the roles, wherein the role pressures that an individual sustains from work and family domain are mutually incompatible (Greenhaus & Beutell, 1985, p. 77). Family-Work conflict, on the other hand, is when the obligations put on the individual by the family interfere with the individual's ability to fulfill their work-related responsibilities, thus leading to disruptions in their organizational life. Both Work-Family conflict and Family-Work conflict can cause disruptions in an individual's organizational life, job satisfaction, performance, motivation level, and overall well-being. A number of factors can lead to Work-Family conflict, such as individual-related factors, job-related, family-related, issues in organizational policies, etc. Individual differences, primarily personality traits significantly contribute to the level of Work-Family conflict experienced by the individual. Negative traits, like neuroticism have been shown to be associated with increased levels of Work-Family conflict. Conversely, certain positive traits such as self-efficacy can lessen the effects and the degree of Work-Family conflict that an individual might face (Allen et al., 2012).

Moreover, it has also been noted that gender also affects the degree of Work-Family conflicts an individual experiences, for instance women usually experience higher rates of Work-Family conflicts than men (Shockley et al., 2017). In addition to this, Job and family-related stressors are also said to be important and primary contributors to Work-Family conflicts (Michel et al., 2011). Individuals with long working hours and greater job demands experience significantly higher levels of Work-Family conflict (Allen et al., 2020). On the other hand, providing individuals with job autonomy might lessen the level of Work-Family conflict that an individual may face (Liao et al., 2019). It has also been noted that individuals with strong support systems, including supportive coworkers, supervisors, supportive organization, family members and supportive partners can contribute to an individual experiencing less Work-Family conflict and Work Interference with Family (French et al., 2018). With context to the impact and influence of family environment on

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

Work-family conflict, research has shown that the more amount of time an individual spends with their family the less Work-family conflict and Work Interference with Family they face, on the other hand, greater family demands and role stress leads to higher Work Interference with Family (Allen et al., 2020; Liao et al., 2019; Michel et al., 2011).

While numerous studies have investigated organizational commitment of individuals, there is a discernible void when examining the impact of family environment and work-family conflicts on the organizational commitment of individuals. When researching and studying organizational commitment, most studies primarily focus on factors such as job satisfaction, degree of motivation, job performance, turnover behavior, etc often overlooking one of the most important factors influencing organizational commitment, i.e., work-family conflicts, which can lead to the individuals facing issues and conflicts in fulfilling their work and family obligations and thus affecting their organizational commitment.

Research Problem

When conducting research in organizational psychology, it is vital to understand all the factors that influence or might influence an employee's commitment to their organization for the organization's sustainability and success. One important factor that has amassed attention in the past few years is the impact of one's family environment and work-family conflicts on the organizational commitment among professional individuals. The research problem stated in this study revolves around examining the relationship between organizational commitment and the work-family conflicts among professional individuals. The research question of the study is varied but primarily seeks to understand as to, How does Work-Family Conflicts impact the organizational commitment among professional individuals?

Purpose of the study

The primary purpose of this study is to investigate deeper into the impact of Work-Family Conflicts on the organizational commitment among professional individuals. It is vital to understand the complexities of this relationship for a variety of reasons. Primarily, one of the key factors of determining employee engagement and retention within an organization is by analyzing the organizational commitment of the employees towards their organization. Thus, understanding the factors that might impact organizational commitment, such as, family environment, work-family conflict, family-work conflict, can help organizations in employing organizational strategies and policies aimed at improving employee satisfaction, employee effectiveness and productivity in the employees.

Secondly, this study aims to contribute to the already existing literature on work-family conflicts, by understanding their impact on organizational commitment. By examining the mechanisms through which the work-family conflicts have an impact on organizational commitment, this study hopes to provide an in-depth understanding and knowledge of this relationship between the personal (family environment and work-family conflicts) and professional (organizational commitment) domains of an individual's life.

Scope and Limitations

The scope of this study consists of professionals, consisting of 102 participants, where 60 are men and 42 are women. The study is primarily focused on exploring and examining the impact of Work-Family Conflicts on the organizational commitment of professional individuals, through the use of surveys to collect the data.

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

Though the study does focus on providing important insights into the relationship and conflict between organizational commitment, work and family environment, there are a variety of limitations that should be noted. First, the small sample size may lead to limiting the generalizability of the results to a larger population. Moreover, due to the research primarily relying on self-reported measures to gather data for organizational commitment and family environment factors, it can thus lead to response bias and social desirability effects.

In addition to this, the study does not consider other variables that could influence the relationship between organizational commitment, work-family conflicts, like organizational culture, organizational behavior, characteristics of the job, family dynamics, personality characteristics, etc., therefore limiting the inclusiveness of the results.

However, despite these limitations the study provides important insights into the relationship between organizational commitment and work-family conflicts, and would help in bridging the gap in literature on the relationship of organizational commitment and work-family dynamics.

Significance of the study

While numerous studies have investigated organizational commitment of individuals and its antecedents, there is a discernible void when comprehending and examining the impact of family environment on the organizational commitment of individuals.

From a theoretical viewpoint, this study contributed to the already existing literature on family environment, organizational commitment, work-family and family-work conflict, by exploring and understanding their impact on organizational commitment. By discerning the mechanisms through which the family environment and its related factors have an impact on organizational commitment, this study hopes to provide an in-depth understanding and knowledge of this intricate interplay between the personal (family environment, Work-Family Conflict and Family-Work Conflict) and professional (organizational commitment) domains of an individual's life.

From an empirical viewpoint, identifying whether work-family and family-work conflict or family environment in general have an impact on an individual's organizational commitment can guide organizations to develop specific interventions and inculcate various family-supportive programs in the organizations if needed so as to promote a positive work-life balance and improve employee engagement and retention.

REVIEW OF LITERATURE

Dayo I Akintayo (2010) explored the effect of work- family conflict on the Organizational commitment of industrial workers in Nigeria. A sample of 247 individuals was collected, with Work-Family conflict scale and Organizational Commitment scale being used. The results depicted that there was a significant relationship between work- family conflict and Organizational commitment of workers. In addition to this, significant differences were also found between the degrees of work-family conflict between single and married individuals. Male and Female workers showed significant differences in their Organizational commitment due to societal family roles.

John W. O'Neill, Michelle M. Harrison, Jeannette Cleveland et al. (2009) examined the relationship between organizational leadership, organizational commitment and work-family

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

climate in individuals. A sample of 526 employees from 37 hotels all across the United States were taken for the study. The results depicted that there is a significant relationship between all three variables within the hotels.

Helen Lingard, Jasmine Lin (2004) conducted a survey of primarily women who worked in the construction industry in Australia. They wanted to examine and understand the intricate relationship between career, family environment and work in the Organizational commitment of women. 109 samples of women were collected. It was found that a woman's career choice commitment, their satisfaction with the way their career is progressing, job involvement and support from their subordinates and supervisors directly affected their commitment to the organization. Demographics or any family variables were found to be not correlated to that of a woman's Organizational commitment.

Another research by Peter Berg, Arne L. Kalleberg and Eileen Appelbaum (2003) focused on understanding the role of an individual's organization in helping the individual balance work- family life, on the basis of the high-performance work, the characteristics of the job and the work environment in the organization. The research examined a previously conducted survey of individuals working in three manufacturing industries. It was observed that high performance work practices, rewarding jobs and supporting supervisors had a positive influence on the employee's perception for the fact that the organization is aiding them in achieving this said work-family balance in their lives.

Family supportive policies have also been known to have a positive impact on an individual's Organizational commitment. Chris Bourg, Mady Wechsler Segal(1999) analyzed the role of Organizational support to the families of male enlisted Army soldiers and the sir wives and the effect of this Organizational support on the Organizational commitment of the enlisted Army soldiers. Perceptions of support either from informal or formal policies and practices implemented had significant effect on the Organizational commitment of soldiers. Perception of support from the unit leader also depicted positive organization commitment from both the soldiers and in turn their families and wives.

METHODOLOGY

This chapter provides a brief overview of the methodology employed in the study. This study enlists a quantitative research design in order to examine the impact of Work-Family and Family-Work Conflict on the organizational commitment of professional individuals. Participants in this study were recruited from different industries across different geographical regions. Recruitment involved sending of the questionnaires to potential participants, introducing the study's aim and purpose and emphasizing on the voluntary participation, anonymity and confidentiality to the participants. The Organizational Commitment Scale given by Allen and Meyer(1993) and Work-Family and Work-Family Conflict Scale by Netemeyer et al.(1996) were used to gather the required data. A platform named Google Forms was used to administer these instruments.

Hypothesis

The following hypothesis was formulated in this study in order to explore the relationship between organizational commitment and family environment among professional individuals:

Hypothesis (H1): There is a significant relationship between Organizational commitment and Work-Family Conflicts among professional individuals.

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

Objectives of the Study

The following were the objectives of the study:

1. To Investigate the relationship between work-family conflicts, and organizational commitment among professional individuals.
2. To evaluate the impact of work-family conflicts on the organizational commitment in professional individuals.

Variables

The variables serve as focal points in a study. The following are the variables for the study:

Independent Variable: Work-Family Conflicts

It consists of conflicts that occur as a result of issues with managing the equilibrium between work life and family obligations.

Dependent Variable: Organizational Commitment

The degree to which an employee feels loyal, attached and dedicated to their organizations is measured by this variable.

Research Design

The research design for this study is a correlational research design in order to examine the relationship between Work-Family Conflict, Family-Work Conflict and organizational commitment among professional individuals. Without implying any causation, correlational analysis and regression analysis will be used to explore the degree and association between these variables. The study aims to understand the dynamics and interplay between these variables by investigating how the changes in one variable (Work-Family Conflicts) may lead to changes in another variable (Organizational Commitment).

The primary goal of a correlational analysis is to assess the direct and degree of a relationship between two or more variables. Correlational analysis will help in assessing and investigating the level to which organizational commitment, Work-Family Conflict as well as, Family-Work Conflict interact and are associated among professional individuals. Correlational analysis will aid in determining the nature and the strength between these two variables thus, offering significant insights concerning how they interact with one another.

The correlational research design was chosen due to it being well-suited to investigate the relationship between the organizational commitment and Work-Family Conflict and Family-Work Conflict among professional individuals. The primary objectives and hypothesis of the study are perfectly in alignment with the research design chosen, to understand the relationship between the aforementioned variables without establishing any causation.

In addition to this, regression analysis is also conducted in this study, so as to further examine the relationship between the two variables. Regression analysis allows for further investigation of how organizational commitment can be affected by Work-Family Conflicts.

Research Participants

The study consists of professional individuals from a variety of different backgrounds and occupations. A sample of 102 professional individuals in India from diverse fields was collected, including 60 males and 42 females. Convenience sampling method was used to draw the sample from various different organizations in order to ensure that there is representation from a wide range of different industries and sectors. The willingness of the participant to participate in the study and the requirement of them to be employed in an

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

organization were the primary inclusion criteria. This criteria was chosen to ensure that the participant had appropriate experience, knowledge and had a certain level of awareness with regards to their commitment towards the organization and family environment. In order to ensure that there was honest cooperation and participation by the participants, they were assured of the confidentiality and the anonymity of their responses.

Statistical power and feasibility to collect responses from the participants were two factors that were kept in mind, when choosing the sample size of 102 participants. Though it is true that larger sample size would have ensured effective generalizability of the data, the chosen sample size of 102 participants finds an appropriate equilibrium between the resources constraints and the requirement to conduct significant and relevant research.

Instrumentation and Measurement

The Organizational Commitment Scale given by Allen and Meyer (1993) and Work-Family and Work-Family Conflict Scale by Netemeyer et al. (1996) were used to gather the required data. A platform named Google Forms was used to administer these instruments. The anonymity and confidentiality of the responses was ensured to the participant. Clear instructions were provided with regards to the completion of the questionnaires.

The Organizational Commitment Scale is used to assess an individual's level of organizational commitment. The scale consists of three subscales measuring different types of commitment namely, "affective commitment", "normative commitment" and "continuance commitment". Each subscale consists of 6 items each. The items were measured using a 7-point Likert scale (1=strongly disagree; 7= strongly agree), with 4 items being reverse-scored. Participants were requested to determine whether they agreed with the provided statements or not based on their emotional or inner attachment with the organization, the perceived costs that are associated with leaving the organization and their sense of responsibility or obligation to remain with the organization. In past research, the scale has demonstrated its validity and reliability thus, making it ideal to measure the level of organizational commitment in the participants.

On the other hand, The Work-Family Conflict Scale is used to assess the degree of conflict experience by an individual in work and family domains. The scale consists of two subscales namely, Work-Family Conflict (WFC) and Family-Work Conflict (FWC). Each subscale consists of 5 items each. The items were measured using a 7-point Likert scale (1=strongly disagree; 7= strongly agree). Participants were requested to determine whether they agreed with the provided statements or not based on the degree to which their organizational or work-related responsibilities interfere and affect their family life, and whether their family life interferes with their organizational or work-related responsibilities. In past research, the scale has demonstrated its validity and reliability thus, making it ideal to measure the level of Work-Family Conflicts in the participants.

Procedure

Once the selection of the instruments to be used to measure the variable is finalized, the process of data collection begins with disseminating survey links to potential participants. The participant is clearly provided with the aim, objectives, procedures and their rights as participants, when distributing the survey links. Informed consent is taken from the participant before the commencement of their participation in the study. A platform named Google forms is used, wherein the participants are asked to complete the Organizational Commitment Scale and the Work-Family Conflict Scale. The platform used is user-friendly

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

and accessible across all devices, making the completion of the form easy for the participants. Upon the completion of the survey, the responses of the participants are automatically collected and stored within the platform itself. The data is then examined to ensure that all the items are completed by the participants. After the collection of the data is completed, statistical analyses, such as correlational analysis and regression analysis are conducted so as to investigate the relationship between organizational commitment and Work-Family Conflict and Family-Work Conflict among professional individuals. The results garnered from these analyses are then interpreted to provide meaningful and significant insights about these variables. Ethical considerations are upheld throughout the entirety of the study. Participant's anonymity and confidentiality are strictly upheld and their rights as participants are protected all the way through the completion of the study.

Data Analysis

After the deactivation of the Google Form, MS Excel is used to analyze the collected data. Correlational analysis is used to investigate the relationship between the variables by calculating the correlation coefficients and conducting a regression analysis. In this study, Pearson correlation coefficient was calculated to examine the impact of Work-Family Conflict and Family-Work Conflict on the organizational commitment of professional individuals. Correlational analysis consists of determining the strength and linear correlations between different variables by calculating the Pearson correlation coefficient. Correlational analysis was chosen due to it being well-suited to investigate the relationship between the organizational commitment and the impact of Work-Family Conflicts in professional individuals. Descriptive Statistics was also calculated to understand the strength among the two variables. Regression analysis was also conducted in addition to the correlational analysis.

RESULTS

The purpose of this study was to explore the impact of Work-Family Conflict and Family-Work Conflict, on organizational commitment of professional individuals. While numerous studies have investigated organizational commitment of individuals and its antecedents, there is a discernible void when comprehending and examining the impact of family environment and work-family and family-work conflict on the organizational commitment of individuals. Investigating how these conflicts interact and affect an individual's commitment to their respective organizations is extremely important so as to promote overall well-being and efficiency of the employees. Correlational analysis and regression analysis is used to investigate the relationship between the variables by calculating the correlation coefficients. In this study, Pearson correlation coefficient and regression analysis was calculated to examine the impact of Work-Family Conflict and Family-Work Conflict on the organizational commitment of professional individuals.

Descriptive Statistics

For the fundamental understanding of the two variables in the study, descriptive statistics were calculated and analyzed. The analysis provided that the mean score of Organizational Commitment among the professional individuals that were sampled is 85.11. This indicates that on average the participant sampled in the study showcased a strong commitment to their respective organizations. The standard deviation was found to be 16.06, indicating that participant's level of organizational commitment has noticeable variability, meaning that though the mean of the sample altogether indicates high organizational commitment, there are still some participants with organizational commitment levels with both higher and lower mean levels within the sample.

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

On the other hand, the scores of Work-Family Conflict and Family-Work Conflict were combined into a single variable, in order to analyze the overall impact of conflicts that arise from the interaction of both work and family commitments and obligations. The analysis provided that the mean score of Work-Family and Family Work Conflict among the professional individuals that were sampled is 36.91. This indicates that on average the participant sampled in the study showcased moderate levels of conflict between work and family responsibilities. The standard deviation was found to be 15.06, indicating that though the mean shows moderate level of conflict, variability is still present.

Table 1 Descriptive Statistics of the variables

Variable	n	Mean	Standard Deviation
Organizational Commitment	102	85.11	16.06
Work-Family Conflicts	102	36.91	15.06

Correlational Analysis

In this study, a Correlational Analysis was conducted to examine the impact of Work-Family Conflict and Family-Work Conflict on the organizational commitment of professional individuals.

A correlation coefficient(r) of -0.31 was found out using the Pearson correlation coefficient. This indicated a significant weak negative correlation between organizational commitment and the combined conflict variable (Work-Family Conflict and Family-Work Conflict), implying that as the degrees of conflict between the areas of work and family increases, the organizational commitment of the individual decreases or vice versa. Therefore, professional individuals who experience higher conflict between their work and family responsibilities might exhibit lower levels of commitment towards their organizations and vice versa.

In addition to this, $p < .001$, and is considered to be statistically highly significant, thus accepting the Hypothesis due to such high statistical significance.

Table 2 Correlational Analysis of the variables

Variable	Correlation Coefficient (r)	p-value
Organizational Commitment vs. Work-Family Conflicts	-0.317	<.001

Regression Analysis

The regression analysis was conducted to examine the impact of work-family conflicts on the organizational commitment of professional individuals. The results depicted the regression model to be statistically significant ($F(1,100) = 11.148$, $p = 0.001$). This indicated that the variable, work-family conflicts does significantly affect organizational commitment. The F-value came out to be 11.148 as depicted in Table 4. Considering the fact that the p-value corresponding with the F-statistic is less than the specified significance level ($p = 0.001$), therefore we accept the hypothesis stated, i.e there is a significant relationship between Organizational commitment and Work-Family Conflicts among professional individuals.

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

Table 3 Regression Analysis

Predictor	Coefficient	Standard Error	t-value	p-value
Intercept	97.575	4.030	24.212	< 0.001
Work-Family Conflicts	-0.338	0.101	-3.339	0.001

Table 4 ANOVA

Source	df	SS	MS	F-value	Significance
Regression	1	2613.5557	2613.5557	11.148	0.001
Residual	100	23444.25803	234.4425803		
Total	101	26057.81373			

DISCUSSION

This research sought to investigate the impact of Work-Family Conflict and Family-Work Conflict, using the Work-Family and Family-Work Conflict Scale (WAFCS), on organizational commitment, assessed by the Organizational Commitment Scale (OCS) of professional individuals. An individual's feelings, emotions and attitude towards their organization can be referred to as organizational commitment. Though there are a variety of models that attempt to elucidate upon the various components of organizational commitment, Meyer and Allen's "three component model" is the one that is most often referred to when explaining the concept of organizational commitment. According to this model organizational commitment can be divided into three components, namely "affective commitment", "continuance commitment" and "normative commitment" (Meyer and Allen, 1991). On the other hand, Work-Family conflict can be defined as a form of conflict between the roles, wherein the role pressures that an individual sustains from work and family domain are mutually incompatible (Greenhaus & Beutell, 1985, p. 77). Whereas, Family-Work conflict is when the obligations put on the individual by the family interfere with the individual's ability to fulfill their work-related responsibilities, thus leading to disruptions in their organizational life.

Various different researches have been conducted in the past to examine the impact of Work-Family Conflict and Family-Work Conflict on the organizational commitment of professional individuals. Dayo I Akintayo (2010) explored the effect of work-family conflict on the Organizational commitment of industrial workers in Nigeria. A sample of 247 individuals was collected, with Work-Family conflict scale and Organizational Commitment scale being used. Similar to this study, the results depicted that there was a significant relationship between work-family conflict and Organizational commitment of workers. In addition to this, significant differences were also found between the degrees of work-family conflict between single and married individuals. Male and Female workers showed significant differences in their Organizational commitment due to societal family roles.

There were also studies that were focused on specific sectors or industries and found different results to this study, but provide more insight into the organizational commitment of individuals in different sectors and their degrees of work-family conflict. Serap Benligiray and Harun Sönmez (2012) conducted one such study, wherein they explored the impact of organizational commitment in the medical field, so as to understand the relationship between organizational commitment and work-family conflict in medical doctors and nurses. A sample of 766 individuals consisting of 411 doctors and 355 nurses was collected. Results showed that the relationship between organizational commitment and

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

work-family conflict was weak and positive. Moreover, it was revealed that the work-family conflict increased as the commitment of the doctors and nurses to the hospital increased, depicting a weak but positive correlation.

A sample of 102 professional individuals in India from diverse fields was collected in this study, including 60 males and 42 females. Convenience sampling method was used to draw the sample from various different organizations in order to ensure that there is representation from a wide range of different industries and sectors. The Organizational Commitment Scale given by Allen and Meyer (1993) and Work-Family and Work-Family Conflict Scale by Netemeyer et al. (1996) were used to gather the required data. A platform named Google Forms was used to administer these instruments. The Organizational Commitment Scale consists of three subscales measuring different types of commitment namely, “affective commitment”, “normative commitment” and “continuance commitment”. Each subscale consists of 6 items each. The items were measured using a 7-point Likert scale (1=strongly disagree; 7= strongly agree), with 4 items being reverse-scored. On the other hand, The Work-Family Conflict Scale consists of two subscales namely, Work-Family Conflict (WFC) and Family-Work Conflict (FWC). Each subscale consists of 5 items each. The items were measured using a 7-point Likert scale (1=strongly disagree; 7= strongly agree). MS Excel was then used to analyze the collected data.

In this study, a Correlational Analysis was conducted to examine the impact of Work-Family Conflict and Family-Work Conflict on the organizational commitment of professional individuals. Findings revealed $r = -0.317$, $p < .001$, indicating a significant weak negative correlation between organizational commitment and the combined conflict variable (Work-Family Conflict and Family-Work Conflict), implying that as the degrees of conflict between the areas of work and family increases, the organizational commitment of the individual decreases and vice versa. In addition to this, $p < .001$, and is considered to be statistically highly significant, thus accepting the Alternative Hypothesis due to such high statistical significance.

The findings thus, helps us in understanding and emphasizing the significance of addressing and confronting Work-Family Conflicts, so as to increase organizational commitment and employing organizational techniques incorporating family environment and dynamics when formulating policies and practices with regards to workplace strategies, so as to manage and lessen the degree of work-family and family-work conflict experienced by professional individuals, thereby increasing organizational commitment.

Recommendations

On the basis of the findings in the study, which indicated a significant weak negative correlation between Work-Family Conflict and Family-Work Conflict, and the organizational commitment of professional individuals, it is certain that addressing work-family conflicts is important in order to enhance employee commitment and well-being of the employees in organizations.

Flexible Work Arrangements:

Flexible Work Arrangements should be provided by the organizations to the employees. In addition to this telecommuting, the option to work-from-home, or part-time options would aid in increasing the organizational commitment of the employees. This would allow the employees to find a better equilibrium between work and family lives thus, reducing conflict between them. A higher level of organizational commitment is observed in women who

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

believed that their organizations provided them with flexible work hours, with a higher level of organizational commitment being directly related to flexible work hours and a higher job satisfaction among individuals (Terri and Melenie, 1997).

Parental Leave Policies:

Implementing and employing strong parental leave policies, providing the necessary leaves to new mothers and fathers after birth or adoption of a child is vital. Such policies often lead to an increase in organizational commitment by the employees due to the organizations recognizing the essential needs of the parents.

Access to childcare services:

In order to lessen the caregiving responsibilities of the parent, additional child care services can be provided to employees with children. Offering childcare subsidies within the organization or teaming up with different centers and organizations to provide these services are essential. It is observed that the employees whose organizations provided them with maternity leaves and child care benefits had higher job satisfaction levels, moreover organizational commitment is also shown to have had a significant positive relationship with maternity leaves and child care leaves and child care custodies (Kwang Bin Bae and Gigeun Yang, 2017).

Promoting Openness and Understanding:

Cultivating a culture of openness and understanding within the organization, through the help of providing supervisor or managerial support would help the employee in dealing with their work and family obligations better. Revising organizational policies, and implementing employee resource groups are some measures that can be taken by the organization. Perceived supervisor support is often shown to be related to higher affective commitment (Wendy Jean Casper, Christopher Harris, Amy Taylor-Bianco et al., 2011).

Limitations

Despite the study contributing valuable insights to the already existing literature, it does have primarily three limitations. It is vital to acknowledge these limitations, so as to guide the researchers in their future research and use and apply a better and a stronger methodology in their research.

Cross-sectional Survey Design:

The nature of the data being cross-sectional is one of the major limitations of this study. Since the data gathered is cross-sectional in nature it only provides us with information at a single point in time and therefore, there is little evidence of any relationship between the cause and effect due to them being examined concurrently. Thus, leading to difficulties in establishing causality between the variables. The study reveals a significant negative correlation between organizational commitment and work-family conflicts, however, it is unable to identify the direction of this relationship between the variables, thus making it difficult to determine whether an increase in work-family conflicts leads to a decrease in organizational commitment or vice versa.

Reliance on Self-Reported Measures:

The likelihood of response bias and social desirability bias increases significantly once we employ self-reported measures to collect data, affecting the accuracy and reliability of the data. Participants may respond in a manner that they believe is socially acceptable thus affecting the authenticity of the data. Objective measures such as behavioral observations to

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

study work-family conflicts, or supervisor ratings to judge the degree of organizational commitment in individuals can be employed to minimize these limitations.

Generalizability:

The small sample size of the study may lead to limiting the generalizability of the results to larger populations. Since the participants were drawn from a particular population of professional individuals, thus it is difficult for the findings to be representative to a larger workforce. Moreover, inherent biases, such as sampling bias and self-selection may lead to limiting the generalizability of the study to other populations or to individuals working in different sectors. Recruiting a more diverse sample for future research is recommended so as to not limit the generalizability of the findings.

CONCLUSION

This comprehensive study aims to investigate the impact of Work-Family Conflict and Family-Work Conflict, on organizational commitment of professional individuals. Data analysis conducted on MS Excel, gave significant results pertaining to the impact of Work-Family Conflicts on the organizational commitment of professional individuals. A sample of 102 professional individuals from diverse fields was collected in this study, including 60 males and 42 females. The Organizational Commitment Scale given by Allen and Meyer (1993) and Work-Family and Work-Family Conflict Scale by Netemeyer et al. (1996) were used to gather the required data. A platform named Google Forms was used to administer these instruments. MS Excel was used to analyze the collected data.

A Correlational Analysis was conducted to examine the impact of Work-Family Conflict and Family-Work Conflict on the organizational commitment of professional individuals. Findings revealed $r = -0.317$, $p < .001$, indicating a significant weak negative correlation between organizational commitment and the combined conflict variable (Work-Family Conflict and Family-Work Conflict). The Hypothesis, suggesting a significant relationship between the variables thus was accepted. Therefore, professional individuals who experience higher conflict between their work and family responsibilities tend to exhibit lower levels of commitment towards their organizations and vice versa.

The findings help us in understanding and emphasizing the significance of addressing and confronting Work-Family Conflicts, so as to increase organizational commitment and employ organizational techniques incorporating family environment and dynamics when formulating policies and practices with regards to workplace strategies, so as to manage and lessen the degree of work-family and family-work conflict experienced by professional individuals, thereby increasing organizational commitment.

REFERENCES

- Akintayo, D. I. (2010). Work-family role conflict and organizational commitment among industrial workers in Nigeria. *Journal of Psychology and counseling*, 2(1), 1-8.
- Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2020). A cross-national meta-analytic examination of predictors and outcomes associated with work-family conflict. *Journal of Applied Psychology*, 105(6), 539–576.
- Allen, T. D., Johnson, R. C., Saboe, K. N., Cho, E., Dumani, S., & Evans, S. (2012). Dispositional variables and work-family conflict: A meta-analysis. *Journal of Vocational Behavior*, 80(1), 17–26.

Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals

- Berg, P., Kalleberg, A. L., & Appelbaum, E. (2003). Balancing work and family: The role of high-commitment environments. *Industrial Relations: A Journal of Economy and Society*, 42(2), 168-188.
- Bourg, C., & Segal, M. W. (1999). The impact of family supportive policies and practices on organizational commitment to the Army. *Armed Forces & Society*, 25(4), 633-652.
- French, K. A., Dumani, S., Allen, T. D., & Shockley, K. M. (2018). A meta-analysis of work-family conflict and social support. *Psychological Bulletin*, 144(3), 284-314.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources and conflict between work and family roles. *The Academy of Management Review*, 10(1), 76-88.
- Liao, E. Y., Lau, V. P., Hui, R. T.-y., & Kong, K. H. (2019). A resource-based perspective on work-family conflict: Meta-analytical findings. *The Career Development International*, 24(1), 37-73.
- Lingard, H., & Lin, J. (2004). Career, family and work environment determinants of organizational commitment among women in the Australian construction industry. *Construction management and economics*, 22(4), 409-420.
- Meyer, J. P. and Allen, N. J. (1991). A three-component conceptualization of Organizational commitment. *Human Resource Management Review*, 1(1), 61-90.
- Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2011). Antecedents of work-family conflict: A meta-analytic review. *Journal of Organizational Behavior*, 32(5), 689-725.
- O'Neill, J. W., Harrison, M. M., Cleveland, J., Almeida, D., Stawski, R., & Crouter, A. C. (2009). Work-family climate, organizational commitment, and turnover: Multilevel contagion effects of leaders. *Journal of Vocational Behavior*, 74(1), 18-29.
- Shockley, K. M., Shen, W., DeNunzio, M. M., Arvan, M. L., & Knudsen, E. A. (2017). Disentangling the relationship between gender and work-family conflict: An integration of theoretical perspectives using meta-analytic methods. *Journal of Applied Psychology*, 102(12), 1601-1635.
- Wright, P. J., & Black, K. J. (2022). Exploring the Effects of Financial Strain on Organizational Commitment and Occupational Commitment.

Acknowledgment

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Sood, S. & Hassan, Z. (2024). Impact of Work-Family Conflicts on Organizational Commitment of Professional Individuals. *International Journal of Indian Psychology*, 12(2), 429-442. DIP:18.01.043.20241202, DOI:10.25215/1202.043