

Research Paper

A Study to Assess Correlation and Gender Differences in Role Conflict, Job Satisfaction and Organization Commitment Among Corporate Employees

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ABSTRACT

This study investigated the relationship between role conflict, organizational commitment, and job satisfaction while exploring significant gender differences within these dynamics among corporate employees. A sample of 140 individuals, comprising 70 males and 70 females, was selected, focusing on employed individuals, excluding the self-employed. The study utilized convenience sampling and collected demographic information, including age, sex, organization type, and length of employment. Data collection occurred utilizing the Shortened Organizational Commitment Questionnaire, Role Conflict Questionnaire, and The Generic Job Satisfaction Scale. Statistical analysis included Spearman correlation, and Mann-Whitney U tests. Results showed no significant gender differences in role conflict, organizational commitment, or job satisfaction. Moreover, no significant correlation was found between role conflict and job satisfaction or organizational commitment. On the other hand, a significant beneficial correlation between organizational commitment and job satisfaction was found. Limitations included sampling bias, small sample size, and reliance on self-report measures. Despite limitations, the study underscores the importance of looking beyond gender to address work-related outcomes, suggesting strategies to mitigate role conflict and enhance organizational commitment and job satisfaction for improved employee well-being and organizational performance.

Keywords: *Correlation, Job Satisfaction, Organizational Commitment, Role Conflict*

Role conflict has become more relevant due to the increase in remote work and the blurring of traditional job boundaries. To improve employee performance and well-being, organizations are realizing more and more that role conflict needs to be addressed. Employees frequently take on many roles inside their organizations in the fast-paced work climate of today. Although this promotes efficiency and adaptability, it can also result in role conflict, which is the state in which a person encounters contradictory demands and expectations from various roles they play (Kahn et al., 1964). Role conflict is constantly present in all social systems (Bertrand, 1972; Hellriegel & Slocum, 1979). In the context of organizations, role conflict is a crucial aspect of organizational behaviour as it can significantly impact the functioning of individuals and teams (Jehn & Mannix, 2001). It is a

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multidimensional construct that can arise from various sources such as conflicting job responsibilities, conflicting goals of different departments, and conflicting expectations from supervisors and colleagues (Jehn, 1995). When workers are expected to perform several jobs at work that may have competing demands, role conflict can occur. This can have detrimental effects on workers' job satisfaction and organizational commitment (Podsakoff et al., 2000).

Organizational commitment is a vital aspect of employee behaviors that has gained increasing attention in organizational behavior research. It refers to an individual's psychological attachment to an organization, indicating their willingness to stay with the organization and put in effort towards achieving its goals (Meyer & Herscovitch, 2001). It is described as "an individual's psychological bond to the organization" by Meyer and Allen (1991). They claim that the strength of this link can vary and that it can be impacted by several variables, including individual traits, reward structures, and organizational rules. Different people with a wide range of psychological ties or connections work together in an office setting. Meyer & Allen (1991) distinguished between continuous, normative, and affective communications, while Etzioni (1961) contended alternative, moral, and calculative linkages (Klein et al., 2012). Meyer and Allen (1991) proposed a three-component model of organizational commitment, which distinguishes between affective, continuance, and normative commitment. Affective commitment refers to the emotional attachment an individual has towards their organization. Employees with high affective commitment are more likely to identify with the values and goals of the organization and are willing to put in extra effort to contribute to its success. Continuance commitment, on the other hand, refers to the perceived cost of leaving the organization. Employees with high continuance commitment are motivated to stay with the organization due to the investments they have made, such as time and effort, and fear of losing these investments if they leave. Normative commitment entails the sense of obligation an individual feels towards their organization. Employees with high normative commitment believe in the moral and ethical obligations towards their organization and feel a sense of duty to stay with it. Organizational commitment is closely related to other organizational behaviour concepts such as job satisfaction, organizational justice, and organizational citizenship behaviour. Job satisfaction refers to an individual's overall evaluation of their job (Robbins & Judge, 2018). Employees with high affective commitment are more likely to have higher levels of job satisfaction, indicating the strong emotional attachment they have towards their organization.

One of the most important factors influencing an employee's performance, productivity, and general well-being is their job satisfaction (Robbins et al., 2010). It is a complicated psychological phenomenon that represents how workers feel about their jobs and workplaces, whether positively or negatively. It means that a person's subjective assessment of their work and work experience affects how satisfied they are with their job. Job satisfaction has numerous effects on employees and organizations. Firstly, employees who are satisfied with their job tend to be more productive and committed to their organization (Clark, 2018). They are more likely to engage in discretionary behaviour, such as helping their colleagues or going beyond their job requirements (Clark, 2018). This contributes to higher levels of organizational performance and reduces turnover rates (Judge et al., 2002). Secondly, job satisfaction is also positively related to employees' health and well-being. Satisfied employees tend to report fewer physical and mental health problems, as well as reduced absenteeism (Judge et al., 2002).

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Role conflict has been found to significantly impact job satisfaction among employees. In a study it was found that role conflict negatively predicted job satisfaction in employees working in the banking sector. (Akhtar et al., 2010), Similarly, a meta-analysis conducted found that role conflict was negatively related to job satisfaction (Tepper, 2000).

We investigated role conflict, organizational commitment and job satisfaction with a focus on exploring potential associations. The alternative hypotheses posit that role conflict will have a negative correlation with both organizational commitment and job satisfaction. Another alternative hypothesis is that job satisfaction will have a positive correlation with organizational commitment. It is critical to acknowledge the possible negative impacts of role conflict and take proactive steps to mitigate them as firms continue to struggle with managing employee roles and responsibilities. Additionally, an examination of potential gender differences in the relationship between role conflict, organizational commitment, and job satisfaction is proposed. This analysis aims to explore whether there is a significant difference in male and female while experiencing these organization attitude. Furthermore, we seek to identify effective strategies to mitigate role conflict and enhance organizational commitment and job satisfaction within the organizational setting. We seek to contribute to the existing body of literature by providing insights into the nuanced relationships between role conflict, organizational commitment, job satisfaction, and gender differences within the organizational context.

REVIEW OF LITERATURE

In 2020, Bashir and Gani conducted a study to investigate the relationship between job satisfaction and organizational commitment among Indian university instructors. A survey with job satisfaction and commitment was conducted with 396 academicians in total. For statistical analysis, structural equation modelling, or SEM, was employed. The findings demonstrated that job satisfaction had a substantial effect on organizational commitment, with increases in psychological Empowerment, Overall Satisfaction, and Job Commitment of 1%, 36%, and 49%, respectively, translating into increases in organizational commitment. The biggest contributor was Job Commitment, who was followed by Overall Satisfaction and Psychological Empowerment. As educational success is a national goal, the study's implications include the necessity of initiative-taking measures to increase faculty dedication and satisfaction.

Ahmad et al. (2021) investigated the moderating influence of Islamic work ethics on job satisfaction in conjunction with the effects of role ambiguity and role conflict. The study also examined how job stress functions as a mediator between role ambiguity, role conflict, and job happiness. Of the 200 respondents, a total of 175 completed the questionnaires that were utilized to gather data for statistical analysis. To test hypotheses, regression analysis, correlation, and descriptive statistics were used. The results showed that role conflict and job satisfaction were negatively correlated, but there was little correlation between job stress and job satisfaction. It was noted that managing role stressors was essential to improving job satisfaction because elevated levels of job stress were correlated with increased role ambiguity and role conflict. Furthermore, it was discovered that Islamic work ethics had a negative effect on workplace stress, and that job stress functioned as a partial mediating factor in the relationship between role conflict and job satisfaction.

In a study conducted in selected private universities in the Kurdistan region of Iraq, aimed to explore the relationship between employee commitment and job satisfaction. Organizational

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commitment was investigated as a predictor of turnover, citizenship behaviour, and job performance. Factors such as role stress, empowerment, job insecurity, and leadership adoption were linked to an employee's sense of organizational commitment. The research encompassed three private universities and employed a quantitative approach to examine the correlation between organizational commitment and job satisfaction. The findings indicated a positive relationship between all three independent factors and job satisfaction. These results can serve as a valuable tool for university management to enhance employee commitment, highlighting the positive impact of job satisfaction on organizational commitment when employees are satisfied (Aziz et al., 2021).

In a study conducted by Haholongan and Kusdinar (2020), the impact of role conflict and role overload on job satisfaction was investigated to emphasize the significance of human resources in organizational development. The research, involving 130 respondents, utilized multiple linear regression analysis to examine the relationship. The results indicated that role conflict and role overload collectively accounted for 47.2% of the variance in job satisfaction. The study suggests that companies can enhance job satisfaction by addressing excessive workloads through strategies like empathy, motivation, and bonuses to lighten the workload and improve overall job satisfaction levels.

In a study focusing on the educational sector in India, conducted research to analyze the factors influencing employee organizational stress and job performance. The study gathered data from educators using a questionnaire survey with closed-ended questions and structured interviews. Factors such as interactions, technological advancements, work environment, work-family interactions, work overload, commitment to the organization, stable employment, and compensation were identified as significant contributors to organizational stress. The findings suggest that reducing role ambiguity, providing competitive salaries, and offering training and counselling services can help alleviate stress and improve employee performance and satisfaction. This research aims to establish standards for staff productivity by addressing mental health through an effective stress management system in educational organization (Verma & Bharti, 2023).

A study was conducted with aimed to investigate the impact of overload stress on inter-role conflict and explore how job satisfaction and person-organisation fit (POF) moderate the relationships between work-family conflict (WFC)/family-work conflict (FWC) and organizational commitment. The results revealed a positive association between overload stress and both WFC and FWC. Furthermore, individuals satisfied with their job were found to mitigate the conflict between work and family. This study extends the job-demand resources (JD-R) literature to encompass new areas of WFC, overload stress, and organizational commitment, shedding light on the complex interplay between these factors (Tran, 2022).

METHODOLOGY

Aim: To investigate the relationship between role conflict, organizational commitment and job satisfaction while also exploring the significant gender differences within these dynamics among corporate employees.

Objectives

- To examine association of Role Conflict, Organization Commitment and Job Satisfaction.

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- To explore significant gender differences in perception of role conflict, organization commitment and job satisfaction.
- To identify strategies for mitigating role conflict and enhancing organizational commitment and job satisfaction.

Hypotheses

- **H1:** There is a significant gender difference among corporate employees in Role Conflict, Organization Commitment and Job Satisfaction.
- **H2:** Role conflict will be inversely correlated with Organization Commitment and Job Satisfaction.
- **H3:** There will be a positive correlation between Organizational Commitment and Job Satisfaction.

Sample and Selection

A sample of 140 individuals, consisting of 70 males and 70 females, was selected for the study. The research focused specifically on individuals who were currently employed and excluded self-employed individuals from the sample. The other inclusion criteria for the study were that participants had to be permanent employees of their respective organizations. Demographic information, including age, sex, organization type, and length of employment, was collected for each participant (See table 1).

Table 1 Socio-demographic Characteristics of Participants

Demographics	Number (N=140)	Percentage (%)
Sex		
Male	70	50
Female	70	50
Age (in years)		
20-30	70	50
30-40	30	21.4
40-50	15	10.7
50-60	13	9.3
60 & above	12	8.6
Working Experience (in years)		
0-5 years	60	42.9
10-15 years	18	12.9
15-20 years	14	10.0
20 years and above	12	8.6
5-10 years	36	25.7

Convenience sampling was employed during the data collection phase, where forms and questionnaires were distributed. This approach allowed for flexibility in reaching potential participants within the researcher's network and those accessible within a convenient time frame. The sample was selected in such a way as to ensure a diverse range of demographics in terms of age, gender, and employment experience to increase the external validity of the study.

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Description of Tools Employed

Three measures were used in this study.

- 1. Shortened Organizational Commitment Questionnaire:** The Shortened Organizational Commitment Questionnaire (SOCQ) is a nine-item tool used to measure employee commitment to an organization. Developed by Mowday et al., in 1979, the (SOCQ) is a shortened version of the original 15-item OCQ, which measures attitudinal or affective commitment. The tool uses a 7-point Likert-type response format and focuses on three factors: willingness to exert effort, desire to maintain membership in the organization, and acceptance of organization values. The SOCQ has been shown to have high convergent validity with the 15-item OCQ, with Cronbach's alpha values ranging from .74 to .92, indicating strong reliability. The tool demonstrates strong convergent validity with the Affective Commitment Scale and Normative Commitment Scale while diverging from the Continuance Commitment Scale. The SOCQ has been found to be empirically distinct from job involvement, career commitment, work involvement, and the Protestant work ethic. The scoring involves summing up the responses to each item, with higher scores indicating higher levels of organizational commitment. The tool is self-administered and has been used in various studies to assess the level of commitment in different organizations and industries. (Mowday et al., 1979)
- 2. Role Conflict Questionnaire:** The Role Conflict Questionnaire (RCQ) is a self-report scale developed by Rizzo et al., (1970) to measure the level of role conflict experienced by individuals in organizational settings. Role conflict, a key concept in organizational psychology, refers to the tension and inconsistency arising from conflicting demands, expectations, or roles within the work environment (Jackson & Schuler, 1985). Originally consisting of 30 items, with 15 addressing role ambiguity and 15 focusing on role conflict, the RCQ underwent factor analysis resulting in the retention of 14 items across two factors, with six items related to role ambiguity and eight to role conflict. For this research only items of role conflict are used. The questionnaire utilizes a 7-point Likert-type scale, ranging from "Definitely not true of my job" to "Extremely true of my job." The RCQ has demonstrated good internal consistency, with alpha coefficients of 0.73 for role ambiguity and 0.88 for role conflict. It has shown good construct, convergent, and discriminant validity, correlating positively with measures of role stress and negatively with job satisfaction and organizational commitment. Scoring involves summing the item scores to obtain an overall measure of role conflict, with higher scores indicating higher levels of conflict experienced by individuals in their organizational roles. (Rizzo et al., 1970)
- 3. The Generic Job Satisfaction Scale:** In 1997, Macdonald and Macintyre created a job satisfaction scale that was applicable to a variety of occupational groupings. A sample of 885 working adults from a variety of occupations in Ontario completed an initial item pool consisting of 44 items deemed to reflect indicators of job satisfaction. Factor analysis was conducted on the items and a set of 10 items was defined on one factor. The scale was significantly related to workplace factors such as job stress, boredom, isolation and danger of illness or injury. The scale's items centred on how employees felt or responded to certain parts of their jobs. Employee responses to structural aspects of the job, such as actual pay value, status, autonomy, etc., were thought to be more significant in predicting job satisfaction than those aspects themselves. Each item had 5-point Likert response categories from strongly agree to strongly disagree. Other variables included in the study were occupation,

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gender, age, personal problems, and various items measuring general affect and health. The Cronbach's alpha reliability for this scale ($\alpha = .77$) was acceptable. The diversity of item themes reduced the reliability coefficient. However, a diversity of items is consistent with the intent to include the relevant facets of job satisfaction. The Validity of the scale was evaluated by examining the correlates of job satisfaction both within and outside the workplace. (Macdonald & Macintyre, 1997)

Procedure

Data were collected over a three-month period, beginning with the distribution of questionnaires to potential participants. Participants were provided with clear instructions regarding the purpose of the study, the voluntary nature of their participation, and the assurance of confidentiality for their responses. Emphasis was placed on the optional provision of personal identifiers, such as name and email, to maintain anonymity.

Proper instructions were given to ensure participants understood the survey questions, and efforts were made to minimize missing data by making all questions compulsory. The Shortened Organizational Commitment Questionnaire (SOCQ), The Generic Job Satisfaction Scale and the Role Conflict Questionnaire (RCQ) were utilized to measure organizational commitment, job satisfaction, and role conflict, respectively, all chosen for their established reliability and validity in previous research. Additionally, demographic information, including age, gender, and length of employment, was collected to provide context for the analysis.

Convenience sampling was employed, allowing for flexibility in reaching potential participants within the researcher's network, with efforts made to ensure diversity in demographic characteristics.

Ethical approval was obtained from the relevant institutional review board, and the study adhered to ethical guidelines outlined by professional associations to protect the rights and well-being of participants, including informed consent, voluntary participation, and confidentiality of responses.

Statistical Analysis

The data gathered for the study on the relationship between role conflict, job satisfaction, and organizational commitment as well as any gender variations in these variables was carefully examined using SPSS software in the statistical analysis portion. Descriptive statistics, including means, standard deviations, and frequencies, were calculated to summarize the data. To determine the associations between the variables of interest.

Spearman correlation was used due to the data's scattered nature and non-normal distribution. By examining monotonic associations, this technique offers a strong measure of association without requiring linearity.

Furthermore, the Mann-Whitney U test was performed to investigate gender differences across the variables. When comparing two independent groups, this non-parametric test is very useful because it does not rely on the assumption of normality.

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These analytical methodologies ensured the rigor and validity of the study's findings by providing a thorough knowledge of the linkages between role conflict, job satisfaction, and organizational commitment, as well as the gender variations therein.

RESULTS

The analysis of the data revealed insight into the gender differences and relationships among role conflict, organization commitment and job satisfaction.

H1: There is significant gender difference among corporate employees in Role Conflict, Organization Commitment and Job Satisfaction. (See Table 2)

A Mann-Whitney U test was performed to compare level of role conflict, job satisfaction and organization commitment in Male & Female.

Table 2 Summary of Differences between Male and Female for all the variables in the study

Variables	Mean Rank		Z- value
	Male (n=70)	Female (n=70)	
Role Conflict	75.52	65.48	-1.47
Job Satisfaction	75.61	65.39	-1.49
Organization Commitment	74.93	66.07	-1.29

Note. It was performed using Mann-Whitey U test

- The results indicated that there was no significant difference between the level of role conflict of male and female, $z = -1.47$, $p = .141$.
- The results indicated that there was no significant difference between the level of job satisfaction of male and female, $z = -1.49$, $p = .134$.
- The results indicated that there was no significant difference between the level of organization commitment of male and female, $z = -1.29$, $p = .194$.
- The analysis did not provide sufficient evidence to support the alternative hypothesis and fail to reject the null hypothesis, indicating that there is no significant difference between males and females in levels of role conflict, organizational commitment, and job satisfaction.

H2: Role Conflict will be negatively correlated with Organization Commitment and Job Satisfaction. (See Table 3)

Spearman's correlation was conducted to evaluate the relationship between Role Conflict and Job Satisfaction. The relationship between Role Conflict and Job Satisfaction was not significant, $r_s(138) = -.13$, $p = .104$. Therefore, the null hypothesis, which posited no significant correlation between role conflict and job satisfaction, was not rejected. These results indicate that there is no evidence to support the alternative hypothesis, H1, suggesting a negative correlation between role conflict and job satisfaction. Further details of the statistical analysis can be found in Table 3.

Spearman's correlation was conducted to evaluate the relationship between role conflict and organization commitment. The relationship between role conflict and organization commitment was not significant, $r_s(138) = -.01$, $p = .840$. Therefore, the null hypothesis,

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which posited no significant correlation between role conflict and Organization Commitment, was not rejected. These results indicate that there is no evidence to support the alternative hypothesis, H1, suggesting a negative correlation between role conflict and Organization Commitment. Further details of the statistical analysis can be found in Table 3.

Table 3 Means, standard deviations, and correlations between each of the variables in the study

Variables	<i>M</i>	<i>SD</i>	Role Conflict	Organizational Commitment
Role Conflict	30.48	8.73	-	-
Organizational Commitment	39.66	10.49	.017	-
Job Satisfaction	32.96	7.65	-.138	.663**

Note. *M* and *SD* are used to represent mean and standard deviation respectively. ** indicates Correlation is significant at the 0.01 level (2-tailed). *N*=140.

DISCUSSION

In this study, we aimed to examine whether there were any gender differences in role conflict, job satisfaction, and organizational commitment, and if there was any correlation between these variables. The study revealed several important findings, which will be discussed in detail below.

The results of this study indicated that there were no significant differences in the levels of role conflict, job satisfaction, and organizational commitment between male and female employees. These findings align with prior research on the subject. A study conducted by Becker and Billings (1993) discovered no significant disparities in role conflict between males and females. This is further corroborated by the study conducted by Kline and Traver (2017), which revealed no considerable gender differences in job satisfaction and organizational commitment. Smith et al. (2018) carried out research in a corporate environment and established no gender differences in these areas, which is consistent with previous research.

Gender and job satisfaction are significantly correlated, according to several earlier research. In contrast to the male colleagues, female employees indicated lower levels of job satisfaction, according to a study by Smith and Jones (2018). Furthermore, a meta-analysis conducted by Johnson et al. (2017) found that women are more likely than men to encounter role conflict.

The current study's results contradict these findings, suggesting that there may be other factors at play. It could be that other factors such as job role, industry, and organizational culture play a more significant role in shaping these outcomes. For instance, a study conducted in 2016 by Brown et al. discovered that the association between gender and job satisfaction can be moderated by the type of employment role. Considering these findings, it may be essential for organizations to consider factors beyond gender when addressing work-related outcomes.

Another potential aspect for the lack of significant gender differences in role conflict, job satisfaction, and organizational commitment could be the changing nature of the modern workplace. With more women entering the workforce and traditional gender roles becoming

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less rigid, it may be that gender has less of an impact on these factors than previously thought. This aligns with the notion that contemporary workplaces are moving towards greater gender equality, where men and women experience similar levels of work-related stress and satisfaction (Johnson & Smith, 2020).

The study also explored the correlation between role conflict, job satisfaction, and organizational commitment. Surprisingly, the data did not support the hypothesized relationship between role conflict and job satisfaction, nor between role conflict and organizational commitment. A study by Kao and Kao (2011) found no significant relationship between role conflict and job satisfaction. This suggests that other factors may significantly impact an individual's job satisfaction, such as relationships with coworkers, work-life balance, and job design. This aligns with a previous study by Allen and Meyer (1990), who found that job satisfaction was a stronger predictor of organizational commitment than role conflict. This suggests that while role conflict may temporarily impact an individual's commitment to the organization, overall satisfaction with their job has a more lasting effect. These findings contradict research by Lee and Kim (2019), who demonstrated a negative correlation between role conflict and job satisfaction among healthcare professionals. Similarly, the absence of a significant correlation between role conflict and organizational commitment diverges from the findings of Jones et al. (2017), who identified a moderate negative correlation in a study of retail employees.

Nonetheless, the study showed a positive relationship between organizational commitment and work satisfaction, confirming the hypothesis. This result aligns with multiple research studies emphasizing the relationship between organizational commitment and employee happiness (Meyer & Allen, 2020; Smith, 2016). Employees who derive fulfillment from their work are more likely to demonstrate loyalty and dedication to their employers, contributing to higher organizational commitment. The positive link between job satisfaction and organizational commitment underscores the significance of providing employees with satisfying work experience. Organizations prioritizing employee satisfaction may see a boost in employee commitment and, in turn, decreased turnover rates.

This study contributes to understanding the dynamics of role conflict, job satisfaction, and organizational commitment in the workplace. While no significant gender differences were observed, the analysis revealed valuable insights into the correlation between these variables. As previous research shows, managing role conflict is crucial for fostering job satisfaction and organizational commitment. Effectively managing role conflict is essential for promoting employee well-being and organizational effectiveness. Employees who perceive their roles as clear and coherent can better focus on fulfilling job responsibilities and achieving organizational goals (Beehr, 2014). Moreover, reducing role conflict can enhance job satisfaction by alleviating the strain associated with conflicting demands (Greenhaus & Beutell, 1985).

Organizations can implement several strategies to mitigate role conflict and enhance organizational commitment and job satisfaction. Firstly, clarifying job roles and expectations through effective communication and role definition can help employees understand their responsibilities and reduce ambiguity (Katz & Kahn, 1978). Providing training and support to develop skills for managing multiple roles can also empower employees to navigate conflicting demands more effectively (Rizzo et al., 1970). Furthermore, job satisfaction and organizational commitment can be increased by cultivating

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a positive work environment where staff members feel respected and appreciated (Eisenberger et al., 1986). Employee engagement in the company can be strengthened and morale raised by acknowledging and appreciating them for their accomplishments (Meyer & Allen, 1997). Furthermore, promoting work-life balance and flexibility in scheduling can help employees manage competing demands from work and personal life, reducing the likelihood of role conflict (Clark, 2000).

Several factors may account for the need for significant findings in some study regions. Firstly, the non-random sampling method may have introduced bias into the sample, affecting the generalizability of the results. Additionally, the relatively small sample size of 140 participants may have limited the statistical power of the analysis, reducing the likelihood of detecting significant differences or correlations. Furthermore, self-report measures for assessing role conflict, job satisfaction, and organizational commitment may have introduced standard method variance, potentially inflating, or attenuating the observed relationships. Employing multi-source data collection methods, such as incorporating supervisor ratings or objective performance metrics, could enhance the validity of the findings.

The limitations of this study should be acknowledged. As previously mentioned, the sample size and sampling method may have limited the generalizability of the results. Additionally, this study only focused on three variables and did not consider other potential factors that may influence job satisfaction and organizational commitment, such as job stress and job autonomy. Moreover, the study did not focus on a single industry or organizational context, which may limit the specificity of the results.

Despite these limitations, the findings of this study have several practical implications for organizations aiming to improve employee well-being and organizational performance. First, it highlights the need to look beyond gender when addressing work-related outcomes. The results suggest that other factors, such as job role and organizational culture, may significantly impact these outcomes. By understanding the dynamics of role conflict, job satisfaction, and organizational commitment, managers and HR professionals can implement targeted interventions to foster a positive work environment. For instance, clarifying job roles and expectations through effective communication can help reduce role conflict and enhance job satisfaction. Providing training and support to develop coping strategies for managing multiple roles can empower employees to navigate challenging situations more effectively. Moreover, promoting a supportive organizational culture where employees feel valued and appreciated can strengthen organizational commitment and reduce turnover. By addressing these factors, organizations can create a workplace that enhances employee satisfaction and commitment and drives productivity and success in achieving organizational goals.

This study provides valuable insights but also raises further questions. Future research could explore the influence of other variables, such as job role and industry, on work-related outcomes among different genders. Additionally, longitudinal studies could provide a better understanding of how these variables change over time. Future research could employ random sampling techniques to ensure a more representative population sample.

CONCLUSION

In conclusion, this study has contributed valuable insights into the complex interplay between gender, role conflict, job satisfaction, and organizational commitment in the workplace. While no significant gender differences were observed in role conflict, job satisfaction, or organizational commitment, the analysis revealed important correlations between these variables. The strong correlation between job satisfaction and organisational commitment highlights the importance of creating a supportive and happy work environment, even considering the surprising findings regarding role conflict. The study's limitations, including sampling bias, small sample size, and reliance on self-report measures, highlight the need for future research to address these methodological shortcomings and further explore the relationships identified. Nonetheless, the practical implications of this study are clear: by understanding and managing role conflict effectively, organizations can promote employee well-being, enhance organizational commitment, and achieve greater success in today's competitive business landscape.

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Conflict of Interest

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