

The Impact Of Work-Family Role Conflict On Organizational Commitment: Empirical Evidence From Adrar University, Algeria

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Abstract

This study aimed to investigate the impact of work-family role conflict on organizational commitment among administrative employees at Adrar University in Algeria. The study adopted a descriptive-analytical approach, collecting data from a proportional stratified sample of 200 administrative staff members (100 males and 100 females). Simple linear regression analysis and t-test were employed to test the hypotheses. The results revealed a statistically significant negative impact of work-family role conflict on employees' organizational commitment, with the independent variable explaining 51% of the variance in organizational commitment. The study also uncovered significant gender differences in the intensity of role conflict and levels of organizational commitment. Female employees experienced more severe role conflict compared to their male counterparts (mean score of 25.12 versus 19.02), which negatively affected their organizational commitment (mean score of 18.71 versus 24.26 for males). The study recommends that organizations adopt supportive policies promoting work-life balance to enhance employees' organizational commitment.

Keywords: role conflict, organizational commitment, administrative workers, gender.

JEL: M12 ,J50 ,P27 ,I23

1- Introduction:

Employees in numerous organizations worldwide experience work-family role conflict due to the dynamic nature of contemporary work environments and the competitive landscape of modern business enterprises. Consequently, work-family role conflict has been characterized as "a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respects," leading to difficulties or inability to perform one of the roles satisfactorily.

Historically, work-family conflict was conceptualized as a unidirectional phenomenon, suggesting that family responsibilities primarily interfere with work performance. However, the seminal study by Greenhaus and Beutell (1985) established the bidirectional nature of this conflict. Subsequent research has corroborated this conceptualization, recognizing that work-to-family conflict (where work responsibilities interfere with family obligations) and family-to-work conflict (where family

demands impede work performance) are distinct yet interrelated constructs with different antecedents and consequences. These dimensions must be examined comprehensively to achieve a deeper understanding of the nature and implications of work-family role conflict.

Dual-income households have become increasingly prevalent in contemporary society. Consequently, work-family role conflict emerges when employees dedicate substantial effort to meeting workplace demands at the expense of family obligations, or vice versa (Cole, 2004). This dynamic generates familial tensions regarding spousal responsibilities within the household, subsequently exerting negative influences on organizational commitment in the workplace.

Recent demographic shifts in workforce composition—including the substantial increase in women's labor force participation, rising marriage rates in Algeria, and intensified competitive pressures on organizations to enhance productivity—necessitate that employees allocate greater time and effort to their organizations. This heightened work investment often occurs at the expense of family responsibilities, rendering work-family role conflict a critical determinant of employees' organizational commitment.

Research Problem:

Based on the aforementioned considerations, the central research question can be formulated as follows:

What is the impact of work-family role conflict on organizational commitment among employees at Adrar University?

Research Hypotheses

To achieve the research objectives, two primary hypotheses were formulated:

First Hypothesis: There is no significant effect of work-family role conflict on employees' organizational commitment.

Second Hypothesis: Work-family role conflict affects organizational commitment among male employees to a lesser degree than among female employees.

Research Significance

The significance of this study stems from its focus on a broad and socially important segment of society—employees—which allows for a clearer understanding of the challenges they face in reconciling professional duties with family responsibilities. It also provides practical indicators of how successfully workers manage work–family role demands, which helps diagnose tensions that may influence their attitudes and behaviors within organizations. Moreover, the study offers evidence-based insights that can support decision-makers in universities and workplaces when reviewing and redesigning work regulations and organizational policies in ways that better fit employees' circumstances.

Research Methodology

This study employed a descriptive-analytical methodology to examine the phenomenon of role conflict among employees at Adrar University. The theoretical framework was constructed based on specialized literature, followed by empirical analysis to examine the impact on the dependent variable.

2- Theoretical framework of the study

In what follows, the study variables are outlined:

2-1- Work–family role conflict (Family–Work)

Work–family conflict emerges when excessive professional obligations spill over and negatively affect responsibilities toward the family (Adebola, 2005). Conversely, employees who prioritize family well-being may allocate more attention to family needs at the expense of the time and energy available for work, thereby giving rise to conflict between the two domains (Akintayo, 2010). In this regard, (Netemeyer et al., 1996) argue that work–family role conflict develops when employees transfer work-related problems or family-related pressures across domains (i.e., from work to home or from home to work), which may undermine the well-being of their families and their colleagues in the workplace. More specifically, (Hsu, 2011) defines it as “a form of inter-role conflict in which the work and family domains are mutually incompatible in some respects,” implying that employees experience performance pressures at work as a consequence of unavoidable family involvement. (Similarly, Nwugbala, 2016) notes that role conflict arises when the time devoted to family-role demands constrains participation in work-role activities, leading to psychological and physical strain and, ultimately, reduced effectiveness in workplace behavior

Overall, work–family role conflict can be defined as competition between roles over an individual’s limited resources (time and human energy), such that increased resource allocation to one role (e.g., the work role) necessarily reduces the resources available for the other role (e.g., the family role).

2-1- Organizational commitment

Organizational commitment has become one of the most extensively examined constructs in the management and organizational behavior literature, largely because it is viewed as a cornerstone of organizational competitiveness and a key driver of goal attainment (Meyer et al., 2000). It can be defined as the degree to which an employee feels highly devoted to their work and organization (Ajiboye, 2008).

A substantial body of research suggests that organizational commitment comprises three core components that reflect underlying psychological states: affective commitment, continuance commitment, and normative (value-based) commitment (Akintayo, 2010). Affective commitment refers to positive emotional attachment and identification with the organization, expressed through feelings of belonging, dedication, and stability. Continuance commitment reflects the perceived material and economic benefits associated with remaining in the organization (Meyer et al., 2003). Normative commitment, in turn, represents a moral or ethical sense of obligation that motivates employees to stay with the organization and work toward achieving its objectives (Jaros et al., 2004).

2-3-Relationship between work–family role conflict (Family–Work) and organizational commitment

The underlying rationale for this proposition is that when employees experience substantial conflict arising from either the work domain or the family domain, their level of work-related commitment is likely to be affected. (Iverson and Buttigieg, 2008) suggest that when organizations offer attractive incentives to committed employees, individuals may intensify their efforts to maintain their employment while simultaneously trying to avoid neglecting family obligations—thereby heightening the tension between competing role demands.

Prior studies conducted across culturally diverse contexts indicate that both employees and

employers are exposed to work–family conflict. More specifically, (Rathi and Barath, 2013) report that work–family conflict is associated with higher turnover intentions, lower job satisfaction, and reduced employee productivity, which can be linked to weakened organizational commitment.

Empirical evidence on the direction of the relationship between work–family conflict and organizational commitment remains mixed. A number of studies document a significant negative association between the two constructs (Akintayo, 2010; Rehman & Waheed, 2012; Zulfigar et al., 2014), whereas other studies report a significant positive relationship (Balmforth & Gardner, 2006; Benligiary & Sonmez, 2012). This divergence in findings underscores the need for further investigation, which the present study seeks to address.

Earlier work tended to conceptualize work–family conflict as a unidirectional phenomenon; however, (Greenhaus and Beutell, 1985) emphasized its bidirectional nature. Accordingly, this study focuses on the reciprocal interplay between work–family role conflict and employees’ organizational commitment, providing a methodological basis for the first proposed hypothesis.

2-4- Relationship between work–family role conflict (Family–Work) and gender

A growing body of research indicates that the intensity of work–family role conflict differs by gender, with women often reporting higher levels of strain than men. For instance, (Lambert et al., 2002) and (Kinnunen et al., 2003) argue that women may experience greater work–family tension because they typically carry a larger share of family and caregiving responsibilities compared to men. At the same time, evidence suggests that women in more gender-egalitarian cultures tend to experience less work–family conflict than women in contexts characterized by stronger male dominance (Casper et al., 2011).

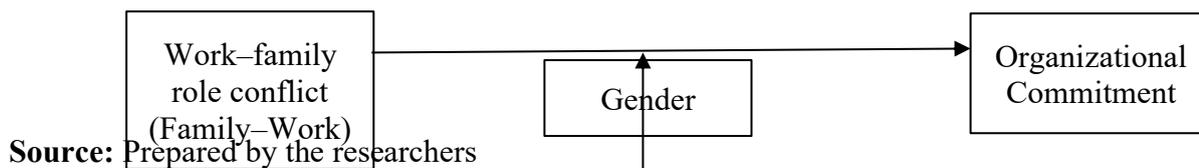
Within the Algerian context, men and women are shaped by different social experiences that may influence the interface between work and family life. Despite improvements in education, empowerment, and awareness of gender equality, gender roles are still frequently framed in traditional terms: women are primarily expected to manage household and family care, whereas men are expected to provide the family’s basic needs. In line with this social arrangement, it is plausible to expect that Algerian women will face a more intense form of family-to-work role conflict than Algerian men, which provides methodological justification for the second proposed hypothesis.

2-5- Structural model of the study

Building on the preceding literature review, this study proposes a conceptual (structural) model in which work–family role conflict (Family–Work) is specified as the independent variable, organizational commitment as the dependent variable, and gender as a moderating variable. Accordingly, the model assumes that work–family role conflict directly influences employees’ organizational commitment, while the strength and/or direction of this relationship may vary across males and females. This proposed structure is summarized in Figure (1), which presents the study’s structural model as developed by the authors.

Figure (1): Structural model of the study





3- Applied framework of the study (Methodology)

3-1- Study population and sample

The study population consisted of all employees at Adrar University. The empirical investigation was conducted using a stratified sampling approach with equal allocation across strata, assuming a balanced distribution between the two groups. A total of 200 questionnaires were distributed and retrieved, including 100 questionnaires completed by male participants and 100 by female participants.

3-2- Research instrument (Questionnaire)

Data were collected using a structured questionnaire comprising three sections. The first section captured respondents’ personal/demographic characteristics (e.g., gender, age, marital status, number of children, educational level, and occupation). The second section assessed perceived work–family role conflict using six items adapted from the Work–Family Conflict scale developed by Netemeyer et al. (1996), rated on a five-point Likert scale; the mean of the six items was computed and used in subsequent analyses. The third section measured organizational commitment using nine items adapted from Mowday et al. (1992), conceptualizing commitment as a unidimensional construct reflecting employees’ affective attachment to the organization, also rated on a five-point Likert scale.

Data entry, coding, analysis, and interpretation were performed using SPSS (version 23).

3-2-1- Reliability and validity of the instrument

The reliability and validity of the questionnaire were assessed to ensure the adequacy of the measurement instrument. Internal consistency reliability was examined using Cronbach’s alpha (Alpha de Cronbach), and the analysis of the aggregated questionnaire data indicated an overall Cronbach’s alpha value of 87.3% across the questionnaire dimensions. This value suggests a high level of reliability, supporting the use of the instrument for subsequent statistical analysis and interpretation of the study findings.

Table (1). Reliability coefficients (Cronbach’s alpha) for the questionnaire dimensions

Result	Significance level (p-value)	Correlation coefficient	Construct	Dimension
Statistically significant	0.00	0.932	Role conflict	Second
Statistically significant	0.00	0.813	Organizational commitment	Third

Source: Authors’ calculations based on SPSS output

Construct validity was further evaluated by computing Spearman’s rank correlation coefficients between each questionnaire dimension and the overall questionnaire mean score. As reported in Table (1), the correlations were positive and statistically significant, indicating that the dimensions are consistent with the overall construct and that the questionnaire demonstrates satisfactory construct validity.

3-2-2- Factor analysis for scale validation

To assess the suitability of the data for factor analysis and to evaluate the quality of the factor solution, the study employed the Measure of Sample Adequacy (MSA). An MSA value of 0.5 represents the minimum acceptable threshold, whereas values exceeding 0.8 are generally considered good, as suggested by Kaiser and Rice (1974).

Factor extraction was conducted using the Principal Components method, which is widely used and regarded as one of the more accurate and common approaches in exploratory factor analysis. This technique aims to represent the data in a lower-dimensional space while retaining as much information (variance) as possible (Guigou, 1973).

Following standard data-processing procedures, only items meeting acceptable psychometric criteria were retained for interpretation and subsequent analyses. Specifically, the study kept items exhibiting factor quality above 0.5, factor loadings greater than 0.5, and statistically acceptable communalities (communauté).

a- Sampling adequacy and factor results (Role Conflict scale)

The Measure of Sampling Adequacy (MSA) for this analysis was 0.82, which exceeds Kaiser’s minimum threshold, indicating that the sample size is adequate for the current factor analysis. In your results, Bartlett’s test of sphericity was statistically significant ($\chi^2 = 1031.41$), suggesting that the correlation matrix is not an identity matrix and that sufficient inter-item correlations exist to proceed with factor analysis.

Table (2): Factor analysis of the Role Conflict scale

Item (statement)	MSA (item-level)	Communality (h ²)	Factor loading	Eigenvalue (factor)	Variance explained (%)
My job demands interfere with my family life.	0.80	0.76	0.87	3.57	67.38
The time my job takes makes it difficult to fulfill family responsibilities.	0.76	0.66	0.85		
Things I want to do at home are not done because of the demands my job places on me.	0.87	0.73	0.79		
Things I want to do at work are not done professionally because of my family demands.	0.83	0.52	0.74		
Family-related pressure affects my ability to perform my job-related duties.	0.82	0.54	0.69		
Overall MSA (global)	0.816				

Bartlet's	1031.41
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Source: Authors' calculations based on SPSS output

Principal Components Analysis (PCA) indicated a single-factor solution with an eigenvalue greater than 1 (eigenvalue = 3.57), explaining 67.38% of the total variance. The overall (global) MSA reported for the scale was 0.816.

b- Sampling adequacy and factor results (Organizational Commitment scale):

The Measure of Sampling Adequacy (MSA) for the Organizational Commitment scale was 0.74, which is above Kaiser's minimum acceptable threshold, indicating that the sample is adequate for factor analysis in the present study. The principal components extraction results supported a one-factor solution with an eigenvalue greater than 1 (eigenvalue = 2.53), accounting for 65.11% of the total variance. The overall (global) MSA reported for this scale was 0.74.

Table (3): Factor analysis results for the Organizational Commitment measurement scale

Item (statement)	MSA (item-level)	Communality (h ²)	Factor loading	Eigenvalue (factor)	Variance explained (%)
This organization actively strives to achieve the goals that I believe in and support.	0.71	0.64	0.80		
I feel that I am committed to supporting this organization's goals.	0.73	0.55	0.73		
I am willing to set aside my personal interests when it comes to promoting my organization's actual goals and objectives.	0.80	0.52	0.71		
I would like to remain in this organization for at least the next few years (or until retirement).	0.65	0.69	0.69		
If I were offered a similar job in a different organization in the same area, with slightly higher pay, I might accept it.	0.88	0.68	0.60		
For better or worse, I am with this organization as long as I have a job here.	0.70	0.51	0.83		
I feel obligated to help some people in this organization perform well.	0.67	0.56	0.82		
I am generally willing to take time out of my day to help others accomplish their tasks within the organization.	0.78	0.59	0.81		
I am concerned that my colleagues perform their duties to the best of their abilities.	0.74	0.55	0.74	2.53	65.11

Overall MSA (global)	0.74
Bartlett's	541.80

Source: Authors' calculations based on SPSS output

The exploratory factor analysis results provide consistent support for the adequacy and unidimensionality of both measurement scales: the Role Conflict scale shows strong sampling adequacy (overall MSA = 0.816) and yields a single dominant factor (eigenvalue = 3.57) explaining 67.38% of the total variance, while the Organizational Commitment scale also demonstrates acceptable sampling adequacy (overall MSA = 0.74) and a one-factor solution (eigenvalue = 2.53) accounting for 65.11% of total variance. Together, these statistics indicate that the retained items load meaningfully on their intended latent constructs and that the two instruments possess satisfactory construct validity for subsequent hypothesis testing in the study.

4- Analysis and discussion of results:

4-1- Results of the descriptive analysis of personal data:

The descriptive profile of the sample indicates a balanced gender composition (50% male, 50% female; N = 200), which is methodologically useful for examining gender-based differences in work–family role conflict and organizational commitment. The age distribution is concentrated in the 25–40 group (62%: 38.5% aged 25–30 and 32.5% aged 30–40), suggesting that most respondents are in a career and family-building stage where competing work and family demands are typically more salient. In terms of family status, a majority of participants are married (54%), and 69% report having children, reflecting relatively high levels of family responsibility that can plausibly intensify role pressures and make the work–family interface particularly relevant for the study's research question. Regarding educational and occupational characteristics, most respondents have a university-level education (63.5%), and the sample is primarily composed of administrative staff (45%) and academic staff (37%), with a smaller proportion of technical workers (18%), which supports the study's institutional context and helps interpret the findings as reflecting the experiences of university employees across key job categories.

4-2- Hypothesis testing results:

Before testing the study hypotheses, it was necessary to verify whether the dataset satisfies the normality assumption, since this condition determines whether parametric statistical procedures can be appropriately applied. Accordingly, normality was assessed using the Kolmogorov–Smirnov test, with the null hypothesis (H0) stating that the data follow a normal distribution and the alternative hypothesis (H1) stating that the data do not follow a normal distribution.

Table (4): Normality test

	Kolmogorov-Smirnov ^a			Shapiro - Wilk		
	Statistic	df	Sig	Statistic	df	Sig
Current Salary	0.081	199	0.19	0.931	199	0.17

Source: Authors' calculations based on SPSS output

After running the normality tests reported in the table, the significance values (Sig.) for both Kolmogorov–Smirnov and Shapiro–Wilk exceeded the 0.05 threshold (Kolmogorov–Smirnov Sig. = 0.19; Shapiro–Wilk Sig. = 0.17). Therefore, H0 was not rejected, indicating that the collected data are approximately normally distributed, which supports the use of parametric tests for accepting or rejecting the study hypotheses.

H1: There is no significant effect of role conflict on the organizational commitment of university employees.

This hypothesis was tested using simple linear regression, and the results are presented in Table (5).

Table (5): Results of the simple linear regression analysis of the effect of role conflict on organizational commitment

Variables	Correlation (R)	Regression coefficients (B)	Calculated F	Coefficient of determination (R ²)	p-value (Sig.)
Constant (Intercept)	0.713	2.51	6.28	0.51	0.000
Role conflict	—	0.441	—	—	0.000

Source: Authors’ calculations based on SPSS output

The correlation coefficient between work–family role conflict and organizational commitment is $R = 0.713$, indicating a substantial association between the two variables. The regression model is statistically significant, as shown by the F-statistic ($F = 6.28$) with a corresponding p-value below 0.001, which is lower than the adopted significance level of 0.05. The unstandardized regression coefficient (B) for role conflict equals 0.441, with a highly significant p-value (Sig. = 0.000), leading to rejection of the null hypothesis of no effect and acceptance of the alternative hypothesis that role conflict has a significant impact on organizational commitment among university employees.

The estimated regression equation can be written as follows:

$$\text{Organizational commitment} = 2.51 + 0.441 \times \text{Role conflict} \dots\dots\dots (1)$$

This equation implies that, on average, higher perceived work–family role conflict is associated with higher reported levels of perceived shortfall or weakness in organizational commitment, i.e., employees feel less fully committed as conflict intensifies. The coefficient of determination ($R^2 = 0.51$) indicates that work–family role conflict, as an independent variable, explains 51% of the variance in organizational commitment, while the remaining 49% of the variance is attributable to other factors not included in the model.

H2: Role conflict has a weaker impact on organizational commitment for men than for women.

To examine the moderating role of gender (Z) in the relationship between role conflict (Family–Work) as the independent variable (X) and organizational commitment as the dependent variable (Y), the study follows the approach proposed by Darpy (1997). In this framework, moderation is assessed by testing whether: (i) the level of role conflict (X) differs significantly by gender (Z), and (ii) gender (Z) is associated with differences in the dependent outcome (Y); evidence of moderation is supported when the relevant test statistic is significant. In the present study, an independent-samples t-test was used to evaluate whether men and women differ in their perceived level of family–work role conflict.

Table (6). Independent-samples t-test results by gender (Role conflict: Family–Work)

Gender	Observations (n)	Mean	Standard deviation	Degrees of freedom (df)	t	p-value (Sig.)
Men	100	19.02	4.22	198	7.03	0.000
Women	100	25.12	4.73	—	—	—

Source: Authors’ calculations based on SPSS output

The results show a statistically significant difference in perceived family–work role conflict between male and female respondents ($t = 7.03$, $df = 198$, $p = 0.000$). Female respondents report

higher role conflict ($M = 25.12$, $SD = 4.73$) than male respondents ($M = 19.02$, $SD = 4.22$), indicating that women face greater difficulty in managing competing family and work demands within the study context. This pattern is consistent with the interpretation that domestic responsibilities borne by women are more likely to interfere with their job-related duties, thereby contributing to stronger pressures at the work–family interface for female employees.

Table (7): Independent-samples t-test results By gender

Marital status	Observations (n)	Mean	Standard deviation	Degrees of freedom (df)	t	p-value (Sig.)
Men	100	24.26	3.44	198	6.81	0.003
Women	100	18.71	3.56			

Source: Authors’ calculations based on SPSS output

The table indicates statistically significant differences in organizational commitment between male and female respondents, as reflected by the t-statistic ($t = 6.81$) with 198 degrees of freedom and a p-value of 0.003, which is significant at conventional levels. The reported means show that women have a lower mean commitment score ($M = 18.71$, $SD = 3.56$) than men ($M = 24.26$, $SD = 3.44$), implying that under conditions of family–work role conflict, female employees exhibit lower organizational commitment relative to their male counterparts.

Table (8): Independent-samples t-test results By marital status

Marital status	Observations (n)	Mean	Standard deviation	Degrees of freedom (df)	t	p-value (Sig.)
Married	100	19.77	10.07	198	6.57	0.001
Unmarried	100	17.33	9.71			

Source: Authors’ calculations based on SPSS output

A further independent-samples t-test reveals a significant difference by marital status ($t = 6.57$, $df = 198$, $p = 0.001$). The results suggest that married employees display a lower level of organizational commitment than unmarried employees when exposed to family–work role conflict (Married: $M = 19.77$, $SD = 10.07$; Unmarried: $M = 17.33$, $SD = 9.71$). This finding was not prominently observed in the prior literature reviewed, and it may reflect a context-specific mechanism whereby Algerian employees allocate greater time and effort to family responsibilities after marriage, which can weaken commitment in the workplace.

5- Discussion of findings

The findings reveal a substantial yet negative contribution of work–family role conflict to respondents’ organizational commitment, which leads to rejecting the first hypothesis that assumed no effect of work–family role conflict on organizational commitment. This result is important because it helps explain the psychology of the Algerian employee and highlights work–family role conflict as a major determinant of weaker organizational commitment toward the employing institution. Consequently, it becomes necessary to identify and examine factors that can alleviate work–family role conflict pressures in order to strengthen Algerian employees’ organizational commitment. This outcome aligns with the results reported in some prior studies (e.g., Ciarrochi et al., 2001; Martins et al., 2002). However, it contradicts other studies (e.g., Akintayo, 2010; Akinjide, 2006), which argue that organizational commitment is less influenced by role conflict and more strongly shaped by individual personality, the effectiveness of organizational resource management, and leadership style.

The results also indicate that the intensity of role conflict differs by gender, with women experiencing more severe conflict than men, which is interpreted in light of prevailing social norms that assign women greater responsibility for family matters relative to work. This heightened pressure is reflected in the workplace and negatively affects women's organizational commitment, thereby supporting the second hypothesis that women are more affected by family-work role conflict than men (Ainous 2021). This finding is consistent with evidence reported in other studies (e.g., Eagle & Mladinic, 2003; Akintayo, 2010).

Study recommendations

Given that employees suffer from pressure stemming from family-work role conflict, the study recommends that managers provide appropriate social support through targeted programs that help workers manage both work roles and social/family responsibilities in a stable manner, thereby sustaining organizational commitment. It is also important for managers to establish and strengthen a consultative organizational culture that enables employees to negotiate and coordinate their roles with other organizational members, which can enhance commitment without intensifying work-family role conflict.

Future research directions

Although the current study provides meaningful insight into a key driver of declining organizational commitment among Algerian employees—namely, family-work role conflict—several questions remain for future research. First, because the study was conducted in a university setting, future work should replicate the model in industrial and service organizations, where structures and work arrangements are often more dynamic. Second, since the study examined only gender as a moderating variable, future research should investigate additional moderators that may play a similar or stronger role, such as social support, leadership style, and individual personality.

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