



INTERNATIONAL JOURNAL OF TRENDS IN EMERGING RESEARCH AND DEVELOPMENT

INTERNATIONAL JOURNAL OF TRENDS IN EMERGING RESEARCH AND DEVELOPMENT

Volume 3; Issue 6; 2025; Page No. 87-91

Received: 12-08-2025

Accepted: 21-10-2025

Published: 14-11-2025

The Ripple Effect: How Work-Family Conflict Influences Job Stress, Employee Loyalty, And Organizational Commitment

¹Shivangi Dixit, ²Dr. Jitendra Srivastava and ³Dr. Gaurav Jaiswal

¹Research Scholar, Jiwaji University, Gwalior, Madhya Pradesh, India

²Professor, IPS College, Gwalior, Madhya Pradesh, India

³Associate Professor, Department of Management, Prestige Institute of Management, Gwalior, Madhya Pradesh, India

DOI: <https://doi.org/10.5281/zenodo.18221623>

Corresponding Author: Shivangi Dixit

Abstract

Organizational success is highly dependent on performance. The more effective an individual is, the more quickly the company may reach its objectives. Staff members that are resilient in the face of adversity, dedicated to their jobs, and able to balance their personal and professional lives will be the most loyal to their employers. When it comes to managing human resources efficiently and effectively, performance criteria are crucial. This investigation is called "The Ripple Effect: How Work-Family Conflict Influences Job Stress, Employee Loyalty, and Organizational Commitment". Data was gathered from 523 faculty members at technical educational institutes in India using standardized questionnaires and a cross-sectional survey approach. Employees and the company as a whole both gain when employees have enough opportunities to express their personal beliefs and social affiliations.

Keywords: Work Family conflict, Job Stress, Job Satisfaction, Employee Organizational Commitment

Introduction

When people make the decision to work, they run the risk of encountering challenges in meeting their family responsibilities, a phenomenon known as work family conflict. When workers prioritize their job at the office above their families, it's a sign that work-family conflict is prevalent. This is because employees feel disadvantaged when they leave the firm. As a result, organizational commitment tends to suffer. Constant demands at work and at home might lead to stress in the workplace.

Employees are more loyal to the organization when they feel less pressure to do so, which in turn reduces friction. Employees experience mental and physiological stress when their skills and resources are inadequate to meet the requirements of their work. If employees feel pressured to finish their work quickly, they are more likely to experience stress at work, which in turn lowers their commitment to the organization. This is because stress can influence how

employees perceive the alignment of their personal goals and values with the organization's. When people are under stress, they are less likely to get things done, are more likely to be tardy or absent from work, have trouble making choices, make thoughtless errors or neglect to complete tasks, have trouble communicating to others, and worry about making mistakes. When this stress gets the best of workers, it may lower their performance and make them unhappy in their jobs.

The term "organizational commitment" describes the emotional tie that holds an individual to their work and the goals they're trying to achieve. When a worker takes a stand for the mission of their employer and plans to stay a member of that group, they are demonstrating organizational commitment. When workers have a strong sense of belonging to their company, they are more likely to go above and beyond to ensure its success.

According to one definition, "organizational commitment"

is "the degree to which an employee identifies with and supports the mission, vision, and values of the company for which he or she works." The three parts that make up an organization's commitment are Affective commitment, which describes how invested, attached, and emotionally invested workers are in their workplace. Continuance Commitment describes employees' knowledge of the losses they would experience if they quit their current employer, whereas Affective Commitment describes individuals who work for an organization because they want to remain a part of it due to emotional links to other employees. Normative Commitment describes the employees' feelings of duty to the company they work for, whereas Continuance Commitment describes the employees' needs for a paycheck and benefits or their inability to find other, more lucrative employment. Those who work for a company on a continuation commitment do so because they are obligated to do so.

Literature and Review

According to Soomro, Breitenecker, & Shah, (2018)^[1] Negative effects on one's family life as a result of one's job constitute work family conflict, a kind of role conflict. Employees' stress levels are directly correlated to the amount of time they spend working, which leaves them with less time to spend with their families. The demands, priorities, conventions, expectations, and responsibilities of one's professional life and one's personal life are diametrically opposed, making it impossible to fully commit to either one without experiencing some degree of conflict. Al Azzam, Abu Al Rub, & Nazzal, (2017)^[2] When one role (work or personal life) imposes obligations and requirements that are incompatible with other roles, or when pressure demands from work interfere with the responsibility of running family life, this is known as work-family conflict.

Lambert, Liu, Jiang, Kelley, & Zhang, (2020)^[3] The word "job satisfaction" is used to describe how happy workers are with their jobs generally, not with any one particular task. According to research, employees who report high levels of job satisfaction are more likely to be creative on the job, more likely to be open to organizational change, more invested in organizational citizenship behavior (beyond what is expected in the workplace), less likely to plan to leave their current position, and to perform better overall.

Asrar-ul-Haq, Kuchinke, and Iqbal (2017)^[4] Organisational commitment is defined as "the degree to which an individual identifies with, and actively participates in, the success of, their employer.". There are three parts to organizational commitment, according to Allen and Meyer's model: emotional, continuous, and normative. The three types of organizational commitment are affective, continuing, and normative. Affective commitment is an individual's strong emotional connection to the company, while ongoing commitment is the high perceived cost of quitting. Normative commitment is an individual's sense of moral responsibility to remain with the business.

Zhou, Li, & Gao, (2020)^[5] Workers may get practical assistance in the form of social support at work, which can help them deal with work-family issues more effectively. Employees at the Surabaya Regional Office of PT. Bank Rakyat Indonesia should be able to maintain a high level of

job satisfaction even if work-family conflicts decline. On the other side, as shown in the study, a decline in job satisfaction is likely to follow an increase in work-family conflict when individuals feel a negative organizational commitment.

Materils and Methods

Sample Selection Procedure

An extensive list of authorized institutions from various states is available on the AICTE website dashboard. Institutions were chosen at random in relation to the courses they offered in the first round of sample selection. Step two included selecting universities at random and then carefully selecting 1500 full-time faculty members from those states who fulfilled the inclusion requirements. In spite of this, a screening question reading "Please respond to the attached survey only if you are a full-time employee, with a minimum experience of one year with the current organization" was included in the cover letter that accompanied the questionnaire.

Reminders to take the survey were sent to those who did not answer within one week of the original distribution. The researcher physically visited available faculty members to gather data from a sample; the result was a final data set of 523 replies, which is regarded appropriate for online surveys.

Data Origin

The faculty members who were chosen via a sample approach were asked to fill out standardized questionnaires in order to gather primary data.

Data Collection and Measures of Constructs

The data gathering tool employed was a questionnaire, specifically a self-report questionnaire.

Measurement Level

Interval scales have been used to assess all of the study's variables.

Data Analysis Design

The demographic profile of the sample respondents who participated in the final survey was supplied using descriptive statistics. This research used the method of confirmatory factor analysis (CFA). Measurement model estimation and exogenous and endogenous concept unidimensionality testing are two applications of CFA. Research factors include organizational commitment to employee loyalty, work-family conflict, and job stress.

For statistical analysis, SPSS 16.0 is used. The first stage involves conducting analyses to ascertain descriptive statistics and frequency analysis based on the data tables' output. To ensure the scales' construct validity, the second step is to conduct confirmatory factor analysis. Finally, the link among variables is examined using multiple regressions.

H₁: "There is a positive correlation between work-family conflict and job stress."

H₂: "There is a negative correlation between work-family conflict and organizational commitment."

H₃: "There is a negative correlation between job stress and organizational commitment."

Analysis

Demographic Profile of Sample Respondents

Table 1: Personal Information of Respondents

	Frequency	Percent
Gender		
Male	265	50.7
Female	258	49.3
Age		
25 years - 35 years	308	58.9
36 years - 45 years	143	27.3
46 years - 55 years	32	6.1
above 55 years	40	7.6
Educational Qualification		
Graduation	13	2.5
Post-Graduation	347	66.3
M.Phil.	41	7.8
Ph.D.	122	23.3
Marital Status		
Single	94	18.0
Married	417	79.7
Separated	6	1.1
Widowed	6	1.1
Stream		
Engineering	218	41.7
Management	158	30.2
MCA	58	11.1
Pharmacy	68	13.0
Architecture	21	4.0

Of the 255 respondents, 265 (50.7%) were male and 258 (49.3%) were female, as shown in Table 1 of the demographic profile. A total of 308 respondents (58.9%) were within the 25–35 age bracket, 143 (27.3%) were in the 36–45 age bracket, 32 (6.1%) were in the 46–55 age bracket, and 40 (7.6%) were 55 and over. According to Wolf *et al.* (2017) [16], a significant share of India's population is millennials, which aligns with the present national proportion. Among the faculty members surveyed, 66.3% held a master's or doctorate degree, and over 30% had a postgraduate degree.

There was a total of 218 engineering faculty members (B. Tech and M. Tech), 158 management faculty members (MBA), 58 computer applications faculty members (MCA), 68 pharmacy faculty members (B. Pharm and M. Pharm), and 21 architecture faculty members (B.Arch.).

Table 2: A Review of the Factor Model and Averages

Indicator	Factor Value	Mean
Time-based conflict	0.634	2.71
Strain-based conflict	0.657	3.92
Behavior-based conflict	0.709	3.15

Source: Results of processing research data.

Table 3: Mean Values and Factor Analysis

Indicator	Factor Value	Mean
Workload	0.685	3.02
Pressure	0.817	2.71
Conflict	0.538	2.92
Role Ambiguity	0.537	2.72

Source: Results of processing research data.

The highest-ranking indicators of job stress variables that

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make up work stress variables have a pressure indicator score of 0.685. This indicates that workers suffer stress due to insufficient time to complete activities and excessively high objectives. On the workload indicator, 3.02 is the maximum mean value.

Table 4: Analysis of Factors and Mean Values

Indicator	Factor Value	Mean
Affective Commitment	0.632	3.37
Continuance Commitment	0.592	3.27
Normative Commitment	0.577	3.18

Source: Results of processing research data.

Organizational commitment is a measure of an employee's emotional investment in the company; its highest-ranking component, affective commitment indicators, has a factor value of 0.632. The emotional commitment measure has a maximum mean value of 3.37.

Table 5: Analysis of Factors and Mean Values

Indicator	Factor Value	Mean
Quantity	0.732	3.32
Quality	0.521	3.32
Punctuality	0.515	3.40
Presence	0.522	3.35
Cooperation	0.534	3.37

Source: Results of processing research data.

As an example of how an employee consistently meets their responsibilities within a certain time frame, consider the employee loyalty variables with quantity indicators having a factor value of 0.732. A mean value of 3.40 is the maximum for the timeliness indicator.

Assessment of Dependability

An Examination of Factors and Scale Reliabilities

In order to ensure that the scales are genuine, it is necessary to do confirmatory factor analysis. The results of the work-family conflict, job stress, and employee loyalty measures were determined to conform to a one-dimensional structure by factor analysis. The results of the confirmatory factor analysis are in line with the three-dimensional organizational commitment scale proposed by Allen and Meyer. The frequency range of emotional commitment factors is .861 to .880 on the scale, the frequency range of continuation commitment factors is .866 to .612, and the frequency range of normative commitment factors is .845 to .750.

Work-family conflict and stress in the workplace

As you can see from the tables below, we ran a multiple regression analysis to find out how work-family conflict and job stress are related.

Table 6: Regression results showing a correlation between work-family conflict and stress on the job

Variables	β	p	Corrected R ²	F
Work-family conflict	.908	.000	.459	225.908

p<0.01

Job stress is the dependent variable

The work-family conflict variable significantly influences

job stress ($p= 0.000 < 0.05$), according to the multiple regression analysis shown in Table 6. A significant association between work-family conflict and job stress is supported by the results, indicating that H1 is approved.

Table 7: Multiple regression results indicating a relationship between work-family conflict, job stress, and commitment to staying with the company

Variables	β	p	Corrected R ²	F
Work-family conflict	-.030	.699	.165	13,415
Job-stress	-.324	.000		

$p < 0.05$

The continuation commitment is the dependent variable

Table 7 displays the results of the basic multiple regression analysis, which demonstrate a meaningful equality ($F=13, 415, p < 0.05$). The H2 theory, which asserts that "There is a negative correlation between work-family conflict and continuance commitment," is rejected since the work-family independent variable does not impact the model ($p=0.699 > 0.05$).

Table 8: Normative commitment, work-family conflict, and occupational stress as measured by multiple regression analysis

Variables	β	p	Corrected R ²	F
Work-family conflict	-.234	.004	.102	4.163
Job-stress	-.173	.034		

$p < 0.05$

Normative commitment is the dependent variable

The regression equation is relevant ($F= 4, 163; p < 0.05$), as shown in Table 8 of the multiple regression analysis. Job stress and work-family conflict, the independent variables in the research model, provide a weak explanation for the changes in normative commitment ($R^2= 13\%$).

Table 9: Findings from a multiple regression study on the relationships between workload, stress on the job, and employee loyalty

Variables	β	p	Corrected R ²	F
Work-family conflict Job-stress	.073		.012	2.641

$p > 0.05$

Performance is the dependent variable

The correlation between work-family conflict, job stress, and employee loyalty was shown to be statistically insignificant (Table 9). Reason being, $p= 0.071 > 0.05$, which is the threshold of significance for the F value. The variations in employee loyalty cannot be explained by factors such as work-family conflict or job stress.

Discussion of Results

Organizational commitment is severely impacted by work-family conflict. According to these findings, workers' emotional behavior is negatively impacted by role conflict in the workplace or their families, which in turn undermines their dedication to the job. Time-based conflict, strain-based conflict, and behavior-based conflict were used to assess work-family conflict.

Employees suffer from mental and emotional health issues due to stress and arguments that arise from work-family conflicts. Workplace conflicts frequently disrupt family

unity, and employees typically find it difficult to split their time between work and family. On the flip side, family issues often impact performance. When workers are emotionally distraught at work, it could spill over into their personal lives at home and vice versa. This will cause workers to have a low level of commitment to the company. Teachers' workplace stress is influenced by work-family conflict, according to the study. Additionally, the results are consistent with those of previous studies. The results also show that the independent variables of work-family conflict, job stress, and organizational commitment had negligible influence on normative commitment and continuity, but no effect on emotional commitment.

Conclusion

Job stress and work-family conflict significantly impact organizational commitment. Staff members may be able to strike a better work-life balance by creating priority scales, improving their family life management skills, and keeping their work and family interests apart from one another. A few options are available, such as management educating workers about the policy's significance and gathering feedback from workers via surveys, focus groups, and interviews. A sense of ownership, an element of commitment creation, may be enhanced via the possibilities offered by management.

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