Factors Affecting Work-Family Conflict:
A Quantitative Approach

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Work-family conflict (WFC) has become a critical issue in modern organizational settings, affecting individuals' psychological well-being, job satisfaction, and family life. This study investigates the key factors contributing to WFC by integrating theoretical frameworks such as Role Theory, Conservation of Resources Theory, Social Support Theory, and Border Theory. Ten key variables were examined, including family demand, longer working hours, commitment to family, work schedules, high work demands, individual perception, traditional gender roles, unsupportive family members, demand for leisure time, and personal problems. Using a quantitative approach, data were collected from 100 participants across various industries in Bangladesh. The findings reveal that family demands, irregular work schedules, high work demands, and unsupportive family members significantly contribute to WFC, while commitment to family and positive perceptions of work-family balance reduce conflict. These insights provide actionable recommendations for organizations and policymakers to develop flexible work arrangements, supportive workplace environments, and strategies to mitigate WFC, fostering a better work-life balance for employees. This study contributes to both theoretical understanding and practical applications in managing WFC effectively.

Keywords: work-family conflict (WFC), Role Theory, flexible work arrangements, family demands, employee well-being

INTRODUCTION

Work-family conflict (WFC) has emerged as a critical challenge in contemporary organizational settings, significantly impacting individuals' psychological well-being, job satisfaction, and family life (Greenhaus & Beutell, 1985). As workplaces become increasingly diverse and dynamic, understanding the multifaceted factors contributing to work-family conflict has become crucial for both researchers and practitioners. This conflict, defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77), manifests through various mechanisms and affects individuals across different organizational levels and family structures. The theoretical foundation for understanding work-family conflict draws from several well-established frameworks. Role Theory (Kahn et al., 1964) suggests that individuals experience conflict when facing incompatible expectations from different life roles. The Conservation of Resources Theory (Hobfoll, 1989) explains how resource depletion through extended working hours and reduced leisure time

contributes to increased conflict. Border Theory (Clark, 2000) emphasizes the importance of boundary management between work and family domains, while Social Support Theory (House, 1981) highlights the critical role of family support systems in managing work-family balance. Additionally, Spillover Theory (Edwards & Rothbard, 2000) explains how personal problems and work demands can create cross-domain effects that exacerbate conflict.

Recent meta-analyses have demonstrated the complexity and interrelated nature of factors affecting work-family conflict (Michel et al., 2011; Allen et al., 2020). These studies highlight various antecedents, including work demands, family responsibilities, personal characteristics, and organizational factors. However, there remains a critical gap in understanding the relative importance and interrelationships of multiple contributing factors simultaneously. Previous research has typically adopted a fragmented approach, focusing on isolated aspects rather than examining the phenomenon holistically (Nohe et al., 2015). The present study addresses this gap by investigating ten key variables affecting work-family conflict: family demand, longer working hours, commitment to family, work schedule, high work demand, individual perception, traditional gender role experience, unsupportive family members, demand for leisure time, and personal problems. This comprehensive approach allows for a more nuanced understanding of how these factors interact and collectively influence work-family conflict. The research employs validated measurement scales (Carlson et al., 2000; Netemeyer et al., 1996) to ensure robust quantitative analysis of these relationships. The significance of this research extends beyond academic interest. As organizations strive to create more supportive work environments and retain talented employees, understanding the determinants of work-family conflict becomes crucial for developing effective interventions and policies. The findings from this study will contribute to both theoretical understanding and practical applications in managing work-family conflict. From a theoretical perspective, this research integrates multiple theoretical frameworks to provide a more comprehensive model of work-family conflict. From a practical standpoint, the results will inform organizational policies and interventions aimed at reducing work-family conflict and enhancing employee well-being.

The research employs a quantitative methodology, analyzing data from 100 respondents across different industries and demographics in Bangladesh. This approach allows for systematic examination of how various factors contribute to work-family conflict, providing empirical evidence to guide future interventions and policy development. The study's findings will be particularly relevant for human resource practitioners, organizational leaders, and policymakers in designing targeted strategies to support employees in managing work-family balance effectively.

LITERATURE REVIEW

Work-family conflict (WFC) has become a pressing issue in modern organizational settings, significantly impacting individuals' psychological well-being, job satisfaction, and family relationships. Understanding the factors influencing WFC requires a comprehensive exploration of theoretical perspectives and empirical evidence. Akkas, Hossain, and Rahman (2015) identified several key variables contributing to Work-Family Conflict (WFC), stressing the interplay between work-related, family-related, and organizational factors. Work-related contributors include long working hours (Major et al., 2002), job inflexibility, work overload, and workplace discrimination, all of which exacerbate the pressures faced by individuals. Family-related factors, such as childcare responsibilities, the age of children, dependent care responsibilities, inadequate family support, and the absence of a husband's support, further compound the conflict. Additionally, organizational factors, including inadequate supervisory support and autocratic management styles, create environments that fail to accommodate employees' work-family balance needs. The study emphasizes the need for flexible work arrangements, equitable workplace practices, supportive family structures, and improved organizational policies to effectively mitigate WFC and enhance employee well-being. Table 2 and Table 3 explain the theoretical base and application to hypotheses for this study.

Role Theory (Kahn et al., 1964; Ashforth et al., 2000) provides a foundational lens for understanding work-family conflict by examining the stress associated with managing multiple life roles. According to the theory, individuals experience conflict when faced with incompatible expectations from work and

family domains. Greenhaus and Beutell (1985) emphasized that role pressure intensifies when individuals are required to fulfill demanding responsibilities in both domains. This perspective is particularly relevant in contexts where traditional gender roles amplify the challenge of balancing work and family life (Greenhaus & Powell, 2003). The Conservation of Resources (COR) Theory (Hobfoll, 1989; Grandey & Cropanzano, 1999; Hobfoll, 2001)) offers another critical perspective, emphasizing the impact of resource depletion on work-family balance. According to COR theory, stress arises when individuals perceive their resources—such as time, energy, or psychological resilience—are threatened or exhausted. Extended working hours are a primary contributor to resource depletion, while leisure time serves as a mechanism to replenish these resources. This theory highlights the importance of managing work demands and ensuring sufficient recovery time to mitigate WFC.

Border Theory (Clark, 2000) focuses on the boundaries between work and family domains, emphasizing the significance of flexibility and permeability in reducing conflict. This theory posits that individuals who effectively manage the boundaries between these domains experience lower levels of WFC. Flexible work schedules and supportive workplace policies are crucial in helping employees maintain a balance, particularly in roles requiring extensive time commitments or irregular work hours. Social Support Theory (House, 1981; Carlson et al., 1999; Cohen et al., 1985) underscores the role of supportive networks in managing work-family dynamics. The theory suggests that social support—whether from family, coworkers, or supervisors—acts as a buffer against the stress associated with competing demands. Conversely, a lack of support from family members or unsympathetic workplace environments exacerbates conflict, making it harder for individuals to meet their responsibilities effectively. Spillover Theory (Edwards & Rothbard, 2000; Williams & Alliger, 1994)) provides insights into how experiences in one domain affect the other, either positively or negatively. Negative spillover occurs when stress from work impacts family life, or vice versa, amplifying WFC. Personal problems and high work demands are significant contributors to this phenomenon. On the other hand, positive spillover, such as skills or emotional resources gained in one domain, can help individuals manage responsibilities in the other domain.

Empirical evidence supports several hypotheses derived from these theoretical frameworks. Higher family demands (H1) and longer working hours (H2) are consistently associated with increased WFC, as they reduce the time and energy available for managing competing responsibilities. Conversely, strong family commitment (H3) and positive perceptions of work-family balance capabilities (H6) are linked to reduced conflict, suggesting that prioritization skills and self-efficacy play essential roles. Irregular work schedules (H4) and high work demands (H5) disrupt routine and create additional strain, further exacerbating WFC.

Traditional gender roles (H7) also contribute to WFC, as they impose rigid expectations that limit flexibility in managing work and family responsibilities. Unsupportive family members (H8) and increased demand for leisure time (H9) add to the complexity, creating competing pressures that hinder effective role management. Additionally, personal problems (H10) deplete psychological resources, leaving individuals less equipped to handle the challenges of balancing work and family life. The interplay between individual, work, and family factors shapes the experience of work-family conflict. Theoretical frameworks such as Role Theory, Conservation of Resources Theory, Border Theory, Social Support Theory, and Spillover Theory provide valuable insights into the mechanisms underlying WFC. Empirical evidence reinforces the importance of addressing both organizational and personal factors to develop effective strategies for mitigating WFC and improving overall well-being.

TABLE 1
HYPOTHESES AND THEORETICAL FRAMEWORK

Hypothesis	Hypotheses Connections	Theoretical Base	Key Variables	Domain
H1: Higher levels of family demand are positively associated with increased work-family conflict	Family Demand → WFC	Role Theory	Family responsibilities, childcare hours, eldercare duties	Family Domain
H2: Longer working hours are positively associated with increased work-family conflict	Working Hours → WFC	Conservation of Resources Theory	Work hours, overtime frequency, time allocation	Work Domain
H3: Higher levels of commitment to family are negatively associated with work-family conflict	Commitment to Family → WFC	Social Support Theory	Family involvement, time with family, family prioritization	Family Domain
H4: Irregular work schedules are positively associated with increased work-family conflict	Irregular Work Schedule → WFC	Border Theory	Schedule flexibility, work timing, shift patterns	Work Domain
H5: Higher work demand is positively associated with increased work-family conflict	Work Demand → WFC	Role Theory	Job responsibilities, workload, job complexity	Work Domain
H6: Individual perception of work-family balance capabilities is negatively associated with work-family conflict	Individual Perception → WFC	Border Theory	Self-efficacy, coping strategies, boundary management	Personal Domain
H7: Traditional gender role experience is positively associated with increased work-family conflict	Traditional Gender Role Experience → WFC	Role Theory	Gender expectations, role beliefs, societal norms	Social Domain
H8: The presence of unsupportive family members is positively associated with increased work-family conflict	Unsupportive Family Members → WFC	Social Support Theory	Family support, emotional assistance, practical help	Family Domain
H9: Higher demand for leisure time is positively associated with increased work-family conflict	Demand for Leisure Time → WFC	Conservation of Resources Theory	Recovery time, personal activities, relaxation needs	Personal Domain

H10: The presence of personal problems is positively associated with increased work-family conflict	Personal Problems → WFC	Spillover Theory	Individual challenges, emotional state, personal issues	Personal Domain

TABLE 2
THEORETICAL FRAMEWORK COMPONENTS

Theoretical Foundation	Description	Application to Hypotheses
Role Theory	Explains how individuals experience conflict when facing incompatible expectations from different life roles	H1, H5, H7
Conservation of Resources Theory	Focuses on how individuals strive to obtain, retain, and protect resources, with stress occurring when resources are threatened	H2, H9
Border Theory	Examines how individuals manage and negotiate boundaries between work and family domains	H4, H6
Social Support Theory	Explains the importance of support systems in managing work-family balance	H3, H8
Spillover Theory	Describes how experiences, emotions, and behaviors in one domain can affect another domain	H10

METHODOLOGY

Research Design
This study employs a quantitative research design to investigate the factors influencing Work-Family Conflict (WFC). The research seeks to empirically validate the relationships between WFC and various hypothesized predictors, such as family demand, work hours, work demands, family commitment, and personal factors. The study is cross-sectional, relying on survey data collected from participants in diverse occupational and demographic groups.

Participants
The study includes 100 working professionals in Bangladesh across industries to ensure diversity in job roles, work schedules, and family responsibilities. Inclusion criteria include individuals actively engaged in both work and family roles. Data was collected via an online survey using convenience and snowball sampling methods.

Data Collection
The survey instrument includes structured questions to measure the dependent variable (Work-Family Conflict) and independent variables such as:
1. Family Demand: Number of dependents, caregiving responsibilities.
2. Work Hours: Weekly working hours, irregular schedules.
3. Work Demand: Perceived workload intensity.
4. Family Commitment: Likert-scale measures on prioritizing family.
5. Personal Factors: Gender role perceptions, leisure time needs, and personal problems.
Responses were measured using validated scales, ensuring reliability and validity.

FIGURE 1
PAIR PLOT OF WORK FAMILY CONFLICT AND OTHER FACTORS
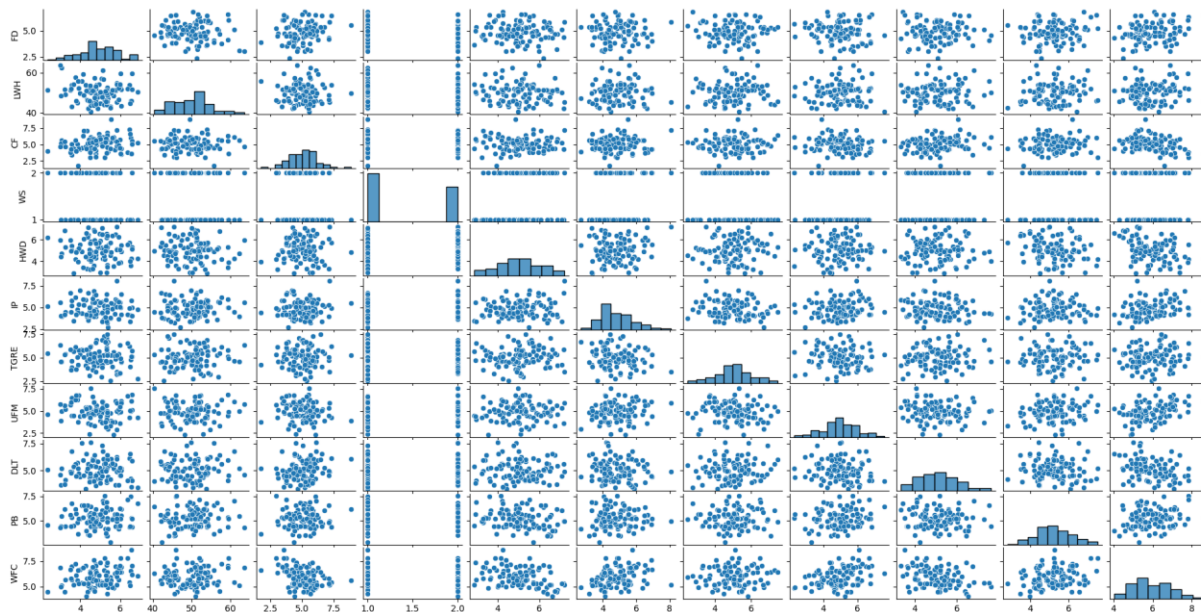
Variables and Measurement

Figure 1 shows the pair plot of dependent and independent variables.

Dependent Variable: Work-Family Conflict (WFC) is assessed using a multi-item scale designed to capture the frequency and intensity of conflict between work and family domains.

Independent Variables: The study examines factors including family demand, work hours, work demand, family commitment, irregular work schedules, and social support. All variables are operationalized using numeric scales for statistical analysis.

Control Variables: Demographic factors such as age, gender, education and marital status are included as controls to account for their potential influence on WFC.

Data Analysis

Data were analyzed using multiple regression analysis to test the hypotheses outlined in the literature review. The statistical software output provided insights into the strength and significance of relationships between predictors and WFC. Key metrics such as R Square and Adjusted R Square indicate the explanatory power of the model.

Ethical Considerations

Participants were informed about the purpose of the study and provided consent before completing the survey. Data confidentiality and anonymity were maintained throughout the research process.

RESULTS

Demographic Analyses

The demographic analysis, Table 3, of the study participants provides critical insights into their characteristics, ensuring a representative and diverse sample for the investigation of Work-Family Conflict (WFC). The average age of the participants was 41.45 years, with a range spanning from 25 to 59 years, indicating a mature sample with significant life and work experience. Gender distribution, with a mean of 2.02, suggests a slight predominance of females, while the mode of 3 indicates notable representation of individuals identifying outside binary categories.

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TABLE 3
DEMOGRAPHIC DESCRIPTION

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	Age	*Gender*	*Education*	*Marital Status*
Mean	41.45	2.02	2.77	2.53
Standard Error	1.03	0.08	0.12	0.12
Median	41.50	2.00	3.00	2.50
Mode	48.00	3.00	4.00	4.00
Standard Deviation	10.34	0.84	1.16	1.18
Sample Variance	106.82	0.71	1.35	1.40
Kurtosis	-1.17	-1.59	-1.34	-1.51
Skewness	0.05	-0.04	-0.36	-0.02
Range	34	2	3	3
Minimum	25	1	1	1
Maximum	59	3	4	4
Sum	4145	202	277	253
Count	100	100	100	100

Educational attainment was diverse (Figure 2), with a mean of 2.77 and a mode of 4, reflecting that many participants hold advanced degrees such as Master's or PhDs. Marital status, with an average of 2.53, shows most participants are married or in similar family structures, with some variability represented by a standard deviation of 1.18. Figure 3 divulges the scatter plot of age, gender, education and marital status along with Work Family Conflict (WFC).

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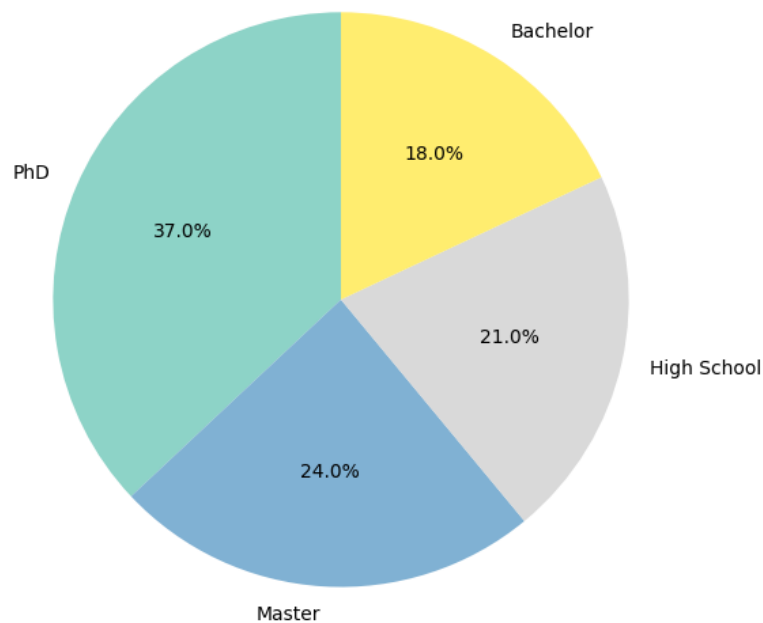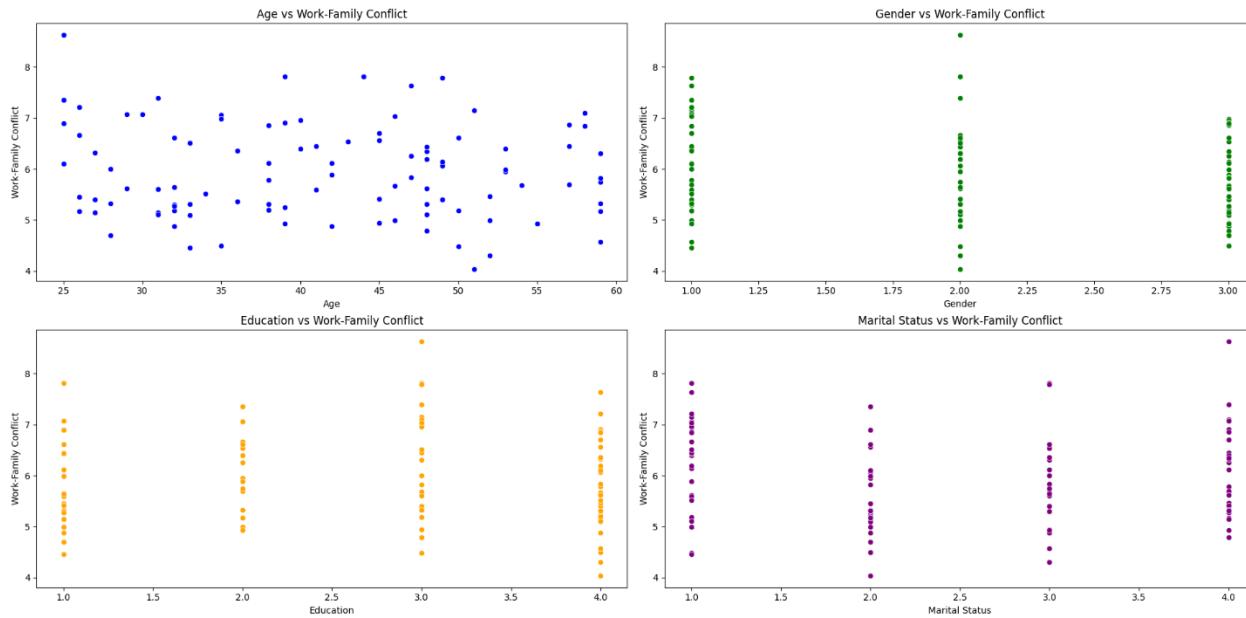
FIGURE 2
RESPONDENTS ON EDUCATION

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FIGURE 3
**SCATTER PLOT AGE, GENDER, EDUCATION AND MARITAL STATUS**

Goodness-of-Fit Model

The Goodness-of-Fit (Table 4) analysis unearths the strong explanatory power and statistical significance of the regression model for Work-Family Conflict (WFC). With a Multiple R of 0.867, the model demonstrates a strong correlation between observed and predicted values, while an R Square of 75.2% indicates that the independent variables explain a substantial portion of the variance in WFC. The Adjusted R Square of 72.4% confirms the model's robustness, accounting for the number of predictors. The F-statistics (7.66×10^{-23}) strongly supports the model's overall significance, indicating that the predictors collectively influence WFC and that the results are highly unlikely to occur by chance. The low standard error (0.480) further validates the model's accuracy in predicting outcomes. In Figure 4 (Heatmap Correlation), we can see how these variables are related to each other, showing the strength of their relationships.

TABLE 4
GOODNESS-OF-FIT OUTPUT

Model	
Multiple R	0.867132786
R Square	0.751919269
Adjusted R Square	0.72404503
Standard Error	0.479733614
Observations	100

FIGURE 4
HEATMAP CORRELATION
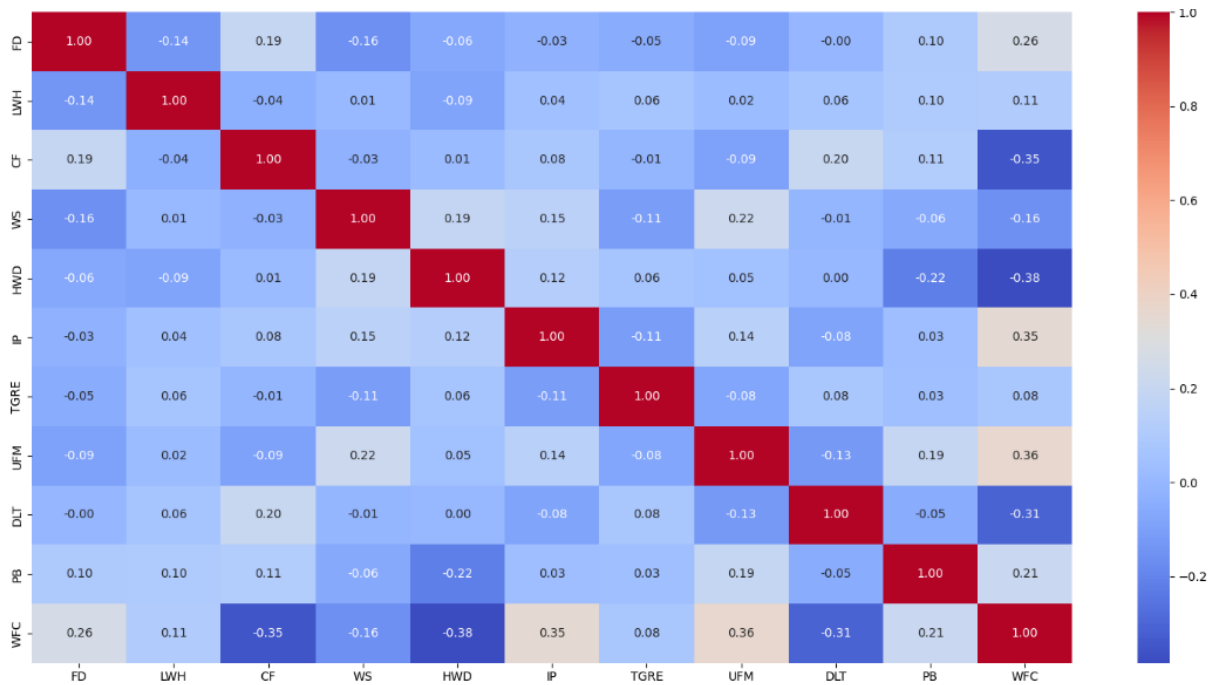
Structural Framework

The structural framework, Table 5, provides a comprehensive understanding of the factors influencing Work-Family Conflict (WFC). The analysis reveals in Figure 5 that family demand significantly increases WFC ($\beta=0.348$, p<0.001$\beta = 0.348$, $p < 0.001\beta=0.348$, p<0.001), highlighting the critical role of responsibilities like childcare and eldercare in exacerbating conflict. Conversely, a higher commitment to family ($\beta=-0.321$, p<0.001$\beta = -0.321$, $p < 0.001\beta=-0.321$, p<0.001) reduces WFC, indicating that prioritizing family responsibilities and maintaining clear boundaries helps mitigate conflict. Similarly, irregular work schedules ($\beta=-0.299$, p=0.005$\beta = -0.299$, $p = 0.005\beta=-0.299$, p=0.005) and high work demand ($\beta=-0.348$, p<0.001$\beta = -0.348$, $p < 0.001\beta=-0.348$, p<0.001) significantly contribute to WFC, underscoring the challenges posed by unpredictable work patterns and heavy workloads.

TABLE 5
STRUCTURAL FRAMEWORK FOR WORK-FAMILY CONFLICT

| Proposed Statements	β (Coefficient)	t Statistics	p-value*	Decisions
H1: Higher levels of family demand → Increased work-family conflict	0.348	6.24	1.47E-08	Accepted
H2: Longer working hours → Increased work-family conflict	0.016	1.56	0.123	Rejected
H3: Higher levels of commitment to family → Reduced work-family conflict	-0.321	-6.82	1.04E-09	Accepted
H4: Irregular work schedules → Increased work-family conflict	-0.299	-2.89	0.005	Accepted

H5: High work demand → Increased work-family conflict	-0.348	-7.03	4.06E-10	Accepted
H6: Positive perception of work-family balance → Reduced work-family conflict	0.389	7.55	3.52E-11	Accepted
H7: Traditional gender roles → Increased work-family conflict	0.162	3.34	0.001	Accepted
H8: Unsupportive family members → Increased work-family conflict	0.310	6.07	3.14E-08	Accepted
H9: Higher demand for leisure time → Increased work-family conflict	-0.171	-3.17	0.002	Accepted
H10: Personal problems → Increased work-family conflict	0.018	0.33	0.744	Rejected

* $p < 0.05$

Additionally, individual perception of work-family balance capabilities (β=0.389, p<0.001β = 0.389, p < 0.001β=0.389, p<0.001) plays a crucial role in reducing WFC, as individuals with strong self-efficacy and coping mechanisms experience less conflict. However, adherence to traditional gender roles (β=0.162, p=0.001β = 0.162, p = 0.001β=0.162, p=0.001) and the presence of unsupportive family members (β=0.310, p<0.001β = 0.310, p < 0.001β=0.310, p<0.001) significantly increase WFC, reflecting the societal and familial pressures that compound conflict. Interestingly, while demand for leisure time (β=−0.171,p=0.002β = -0.171, p = 0.002β=−0.171,p=0.002) is positively associated with WFC, personal problems (β=0.018,p=0.744β = 0.018, p = 0.744β=0.018,p=0.744) were not found to have a significant impact, suggesting they might not directly interfere with managing work-family balance.

While longer working hours (β=0.016, p=0.123β = 0.016, p = 0.123β=0.016, p=0.123) were not significantly associated with WFC in this study, other factors, such as boundary-setting and role prioritization, might moderate their effect. Overall, the findings emphasize the importance of addressing family and work-related pressures, providing adequate support systems, and enhancing individual coping strategies to mitigate WFC effectively. These insights are crucial for developing organizational policies and interventions aimed at reducing WFC and improving employee well-being.

FIGURE 5
**REGRESSION ANALYSIS OF WORK-FAMILY-CONFLICT (WFC)**
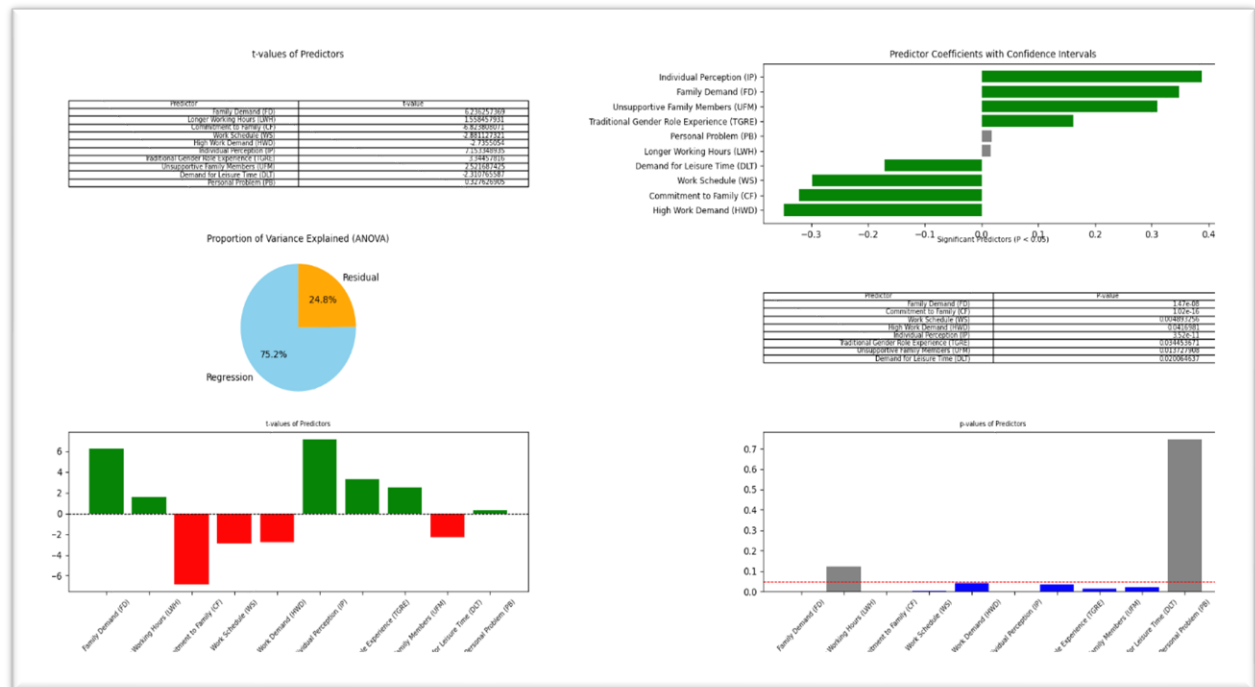
DISCUSSION

The findings of this study provide significant insights into the intricate dynamics of Work-Family Conflict (WFC). Family demands emerged as a critical factor in increasing WFC, supporting the notion that responsibilities such as childcare and eldercare contribute to heightened role pressures. These results align with Role Theory, which emphasizes the conflict individuals experience when managing incompatible demands across life domains indicated in Figure 6. Similarly, irregular work schedules and high work demands were identified as major contributors to WFC, highlighting the importance of predictable schedules and manageable workloads in reducing conflict.

On the other hand, the study found that commitment to family and a positive perception of one's ability to balance work and family roles play a vital role in mitigating WFC. These findings reinforce the relevance of Social Support Theory and Border Theory, which emphasize the protective effects of supportive relationships and effective boundary management. Encouraging individuals to prioritize family responsibilities while equipping them with strategies to navigate work-family boundaries can help reduce conflict. Cultural and relational factors, such as adherence to traditional gender roles and unsupportive family members, were also shown to exacerbate WFC. These results underline the societal and interpersonal pressures that contribute to conflict and the importance of addressing these challenges through targeted interventions. Programs aimed at fostering inclusive workplace cultures and strengthening family support systems can be instrumental in alleviating these pressures. Interestingly, the study suggests that while leisure time demands add to WFC, personal challenges and long working hours may not directly increase conflict in all cases. This indicates that other factors, such as individual resilience or the availability of support systems, may moderate these effects. These nuanced findings highlight the need for further exploration to better understand the contextual and mediating factors influencing WFC.

FIGURE 6
LINE PLOTS INDICATE AGE, HIGH WORK DEMAND AND TRADITIONAL GENDER ROLE WITH WORK FAMILY CONFLICT
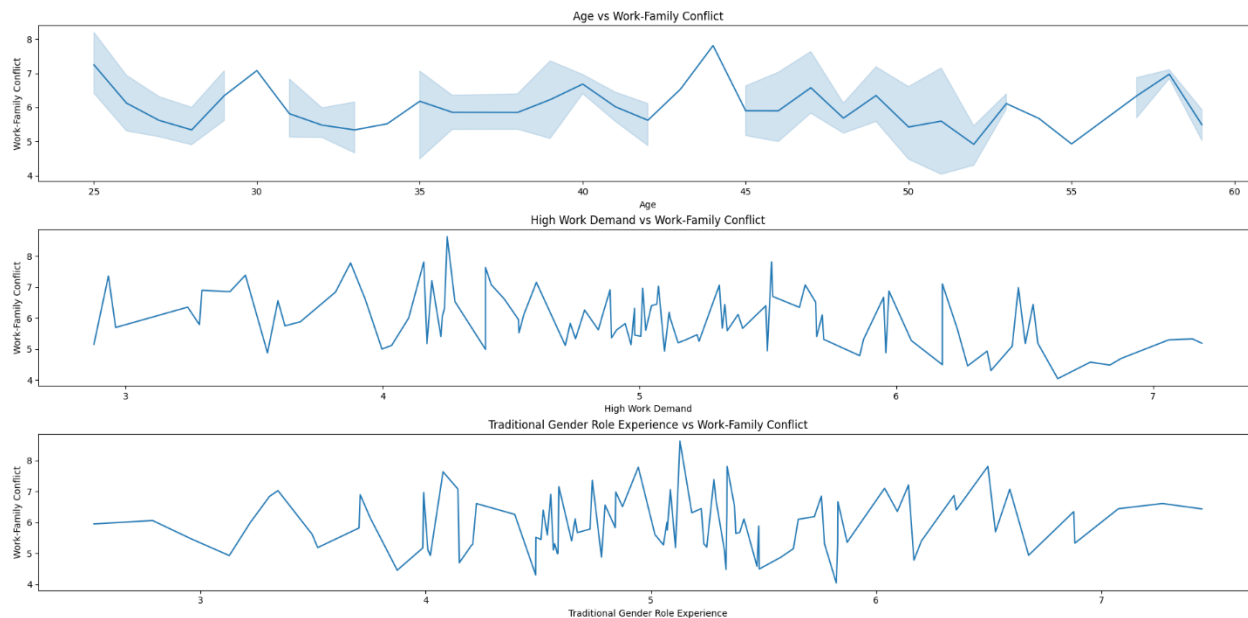
In general, the results emphasize the complexity of WFC and the interplay between individual, work, and family factors. The findings suggest actionable strategies for organizations and policymakers, such as offering flexible work arrangements, fostering supportive work environments, and promoting individual coping mechanisms. By addressing these factors, organizations can create environments that help employees achieve a healthier balance between their work and family roles. These insights contribute both to the theoretical understanding of WFC and to practical approaches for mitigating its impact on employee well-being and organizational performance.

PRACTICAL IMPLICATIONS

The findings of this study offer valuable insights for organizations, policymakers, and individuals seeking to mitigate Work-Family Conflict (WFC) and enhance employee well-being and productivity.

For *organizations*, the study reveals the critical role of flexible work arrangements and manageable workloads in reducing WFC. By implementing policies such as flexible scheduling, remote work options, and clear workload management systems, employers can help employees better balance their work and family responsibilities. Additionally, fostering supportive workplace cultures that recognize and accommodate family commitments can significantly alleviate WFC, thereby improving employee morale and retention.

Policymakers can draw on these findings to advocate for labor policies that support work-life balance, such as mandating parental leave, encouraging flexible working arrangements, and promoting fair compensation for overtime. Addressing societal norms around traditional gender roles through public awareness campaigns and legislative measures can also help reduce the pressures that exacerbate WFC, particularly for women.

For *individuals*, the study emphasizes the importance of developing effective coping strategies and fostering supportive family dynamics. Encouraging family members to share responsibilities and providing education on boundary management techniques can empower individuals to navigate work-family conflicts more effectively. Moreover, programs aimed at enhancing self-efficacy and resilience, such as stress

management workshops and time management training, can equip employees with the tools to handle competing demands.

These practical implications underscore the need for a collaborative effort among organizations, policymakers, and individuals to create environments that prioritize work-life balance. By addressing the root causes of WFC and implementing targeted interventions, stakeholders can improve both employee satisfaction and organizational performance, fostering a healthier, more sustainable workforce.

CONCLUSION

This study provides a comprehensive understanding of the multifaceted factors influencing Work-Family Conflict (WFC), integrating insights from theoretical frameworks such as Role Theory, Social Support Theory, and Border Theory. The findings underscore the complexity of WFC, highlighting how family demands, irregular work schedules, high work demands, and unsupportive family members exacerbate conflict. Conversely, strong family commitment, positive perceptions of work-family balance capabilities, and supportive family dynamics were shown to mitigate WFC, emphasizing the importance of individual, relational, and organizational factors in managing this conflict. The results emphasize the critical need for flexible work arrangements, manageable workloads, and supportive workplace policies to reduce WFC and enhance employee well-being. Additionally, addressing cultural norms, such as traditional gender roles, and promoting individual coping strategies can further alleviate WFC. These insights not only contribute to the theoretical understanding of WFC but also offer actionable recommendations for organizations and policymakers seeking to improve work-life balance. Eventually, the study highlights the importance of a holistic approach to addressing WFC, considering the interplay of work, family, and personal factors. By fostering supportive environments and empowering individuals with effective tools and strategies, stakeholders can help create a sustainable balance between work and family responsibilities, benefiting both employees and organizations. Future research should continue exploring contextual and moderating factors to deepen our understanding of WFC and inform more nuanced interventions.

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