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Exploring the Link between Organizational Commitment, Person–Organization Fit, and Work-Life Conflict

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Abstract: Employee organizational commitment (OC) is one of the most important factors influencing an organization's ability to fulfill its strategic goals. Person-organization fit (POF) is important in bringing about OC. The study aims to examine the impact on OC of POF and work-family conflict (WFC). It also studies the moderating influence of WFC on OC with respect to POF. The data was analyzed using correlation and multiple regression to assess how POF and WFC affected OC. The findings of this study reveal that POF and WFC have a statistically significant favorable impact on OC, with WFC acting as a moderator. The findings demand concerted efforts in balancing the value structure of its valuable human resource with the organizational requirements. It provides guidelines for hiring, engaging, and implementing work–life balance policies to achieve the organizational fit. The novelty of this study is to figure out with the concept of focusing on the fit of people with all the aspects of organizations whether related to their assigned job, peer group, policies, or growth opportunities. However, OC may be influenced by other non-organizational variables, such as WFC. In particular, in the current post-pandemic context when instability poses a new and unlike set of challenges and problems, a fulfilling job that is well integrated into life balances the total mental and emotional quotient of employees.

Keywords: Organizational Commitment, Person–Organization Fit, Work-Family Conflict, Organizational Goals

1. Introduction

Employee commitment is one of the primary drivers of how well an organization can fulfill its strategic goals (Nwachukwu *et al.*, 2020) and gain an edge over its competitors through its human resources (Huang *et al.*, 2021). However, the current global workplace environment is characterized by overwhelming changes that are reducing employee commitment. More than ever in the current scenario, long-term, permanent employment is gradually giving way to various other work arrangements, such as part-time association (Allan *et al.*, 2020), short-term employment, and *ad hoc* appointments (Kossek & Kelliher, 2023). With permanence being bypassed in the present work scenarios, ensuring employee commitment towards the organization is an increasingly tough task (Duggan *et al.*, 2022). On the other hand, organizations today recognize the need to retain their star performers and valued employees (De Smet *et al.*, 2023). While the workforce today is engulfed by a sense of insecurity due to intense workplace competition, there is an increase in turnover intentions among employees (Huang *et al.*, 2021). As a result, organizations are finding it difficult to maintain a committed workforce (Murray & Holmes, 2021).

Besides employee commitment, how well the personal attributes of an employee fit with the organizational attributes i.e., the POF also determines how committed and satisfied an employee feels while working in the



organization (Joo *et al.*, 2021; Naz *et al.*, 2020; Verma & Sharma, 2015). POF refers to the compatibility perceived by an individual between themselves and the organization, as well as compatibility between their goals and what the organization offers to them (Sharma & Tanwar, 2023; Verma & Sharma, 2018). Several factors are likely to determine the fit a person perceives with the organization in which they work. Describing the antecedents of POF, Paul and Silambarasan (2017) have highlighted value, workmates, employee needs, culture, personality and goal congruence as some variables. This indicates that in order to retain highly talented and committed employees, organizations need to rely heavily on high-performance work practices, employee engagement practices, teamwork, and empowerment. In extant literature, POF has been studied with respect to employees' spiritual intelligence, OC, organizational citizenship behaviour (Pattanawit & Charoensukmongkol, 2022) and turnover intention (Kakar *et al.*, 2022). POF has acquired greater importance in light of the mediating role it plays between OC and employee retention.

Work life balance (WLB) and work life conflict (WLC) play a crucial role in workplace performance (Al-Alawi *et al.*, 2021; Isa and Indrayati, 2023; Zahoor *et al.*, 2021) with work family conflict (WFC) also affecting not only performance (Ribeiro *et al.*, 2023) but also employee turnover intention (Ribeiro *et al.*, 2023). Hence, it is important to understand how the organizational environment, culture, and characteristics synchronize with the individual's values and beliefs. Employees prefer to seek membership in organizations that fit into their value system, and they are likely to leave an organization that does not do so. Since, employees tend to seek coherence between their values and beliefs and the core values and culture of their organization (Gill, 2019), it is logical that not only work-life balance (WLB) and work-life conflict (WLC) but also work family conflict (WFC) may influence POF as well as the OC of the individual. The interplay between WFC, POF and OC does not appear in literature and the current study aims to fill in this gap. This study explores the composite impact of POF and WFC on OC, which may further help HR professionals understand employee motivation and engagement.

2. Literature Review and Theoretical Framework

2.1 Person–Organisation Fit (POF)

Person–Organisation Fit (POF) as defined by Kristof (1996) stresses that affinity between employees and their organization results from a close alignment of needs and resources between the two, from common characteristics between them. Thus, POF may be understood as the compatibility between a person's qualities and overall organizational attributes (Kristof-Brown *et al.*, 2023). The concept of fit relates to an employee and the organization for which they work – i.e., the individual's perceived compatibility between their characteristics (e.g., personality, values, and beliefs) and those of the organization (Joo *et al.*, 2021; Kristof-Brown *et al.*, 2023).

POF has far-reaching implications for the organization, as it influences a number of work-related outcomes. Employee turnover intentions have been shown to have a strong negative relationship with POF (Kakar *et al.*, 2022; Maloba & Pillay-Naidoo, 2022; Saufi *et al.*, 2020). Individuals whose beliefs are closely aligned with those of the company are more likely to find the organization appealing enough to stay than those whose values are incompatible. Similarly, research has revealed that job satisfaction is linked to POF (Tran, 2022). It also has a positive impact on employee performance (Haryonor, 2021) and ensures employee loyalty (Dhir *et al.*, 2020).

Studies have explored the influences of POF on employee attraction and retention (Dhir *et al.*, 2020; Donald, 2023), leadership style (Grobler & Grobler, 2021; Liu *et al.*, 2021), and career success (Joo *et al.*, 2021). POF was identified as a moderator in the association between organizational support and organizational citizenship behavior (Jehanzeb, 2020; Pattnaik *et al.*, 2023) and between deviant workplace behaviour and stress (Junaedi & Wulani, 2021). The latest studies (Naz *et al.*, 2020; Pratama *et al.*, 2022) have identified a significant association between POF and OC; however, there remains significant ambiguity regarding the factors that moderate/mediate this relationship (Singh *et al.*, 2024c). One such factor of interest for the present research is an aspect of WLC called work family conflict (WFC) and its effect on the link between POF and OC.

2.2 Organisation Commitment (OC)

Organisation Commitment (OC) has been defined in terms of a strong desire in an employee to be a part of a certain organization, a willingness to put in hard work and effort for the organization's goal, and an acceptance of



and trust in the core philosophy and principles of the organization (Mowday *et al.*, 1982). Since OC emerges out of an emotional attachment that the employee feels about their organization (Kotze & Nel, 2020), it tends to directly impact their performance (Donkor & Zhou, 2020; Khan *et al.*, 2019) and their turnover intentions (Suárez-Albanchez *et al.*, 2021), making it of great importance. OC plays a prime role in determining an employee's response to, and motivation in handling, conflict within a team (Guo & Li, 2023; Tran, 2022). OC has been studied from various perspectives, including organizational culture (Setiawan *et al.*, 2020), organizational justice (Deressa *et al.*, 2022), psychological contract (Bandyopadhyay & Srivastava, 2021), and cultural values (Hidalgo-Peñate *et al.*, 2022).

Bodjrenou *et al.*, (2019) have identified various antecedents of OC and grouped them into the broad categories of organizational and personal factors. While personal factors include demographic characteristics, the latter category is sub divided into managerial (including support from management, job autonomy and leadership) and situational (goodwill of the company, size and the industry in which it operates). In addition, there is another category of antecedents, which is job specific. Finally, the role of external environment in OC has also been highlighted in this study. It may be noted while personal factors do appear in extant literature with respect to OC, the connection between OC and WFC remains relatively unexplored in the Indian context.

2.3 Work-Family Conflict (WFC)

Work-life conflict arises when demands of work stops employees from focusing on their family or personal lives (Schieman *et al.*, 2021). This seems true for work family conflict as well since the two terms have been used interchangeably (Kumar *et al.*, 2023). Work Family conflict has become all the more prominent in the post pandemic world and has been studied for professionals all across the world for stress and work-related issues (Barriga Medina *et al.*, 2021; Andrade & Petiz Lousã, 2021; Elahi *et al.*, 2022). Work family conflict has been studied for wellness and wellbeing of individuals (Moreira *et al.*, 2023; Ozduran *et al.*, 2023) as well as for demands of job and roles (Allen *et al.*, 2023) and a direct relationship has been reported between these variables and WFC.

2.4 Theoretical Framework

Although POF has been studied in relation to OC (Joo *et al.*, 2021; Naz *et al.*, 2020), there is a significant gap when it comes to developing-country contexts as very few Indian studies have touched upon the context of POF and OC.

2.4.1 Person–Organisation Fit and Organisation Commitment

Two key ideas in the study of organizational behaviour, POF and OC are crucial to comprehending employee conduct and the success of an organization. POF emphasizes the degree to which an individual's values, objectives, and culture align with those of an organization and it helps evaluate how well an employee's traits match the values and culture of the company they work for (Joo *et al.* 2021). Increased OC can be attained through greater overall organizational performance, which is linked to higher PO Fit levels (Joo *et al.*, 2021).

OC refers to an employee's psychological links to their organization. It reflects how much people identify with the organization and are eager to contribute their time and effort to its success (Kakar *et al.*, 2022, Maloba & Pillay-Naidoo, 2022). Work performance, greater organizational citizenship behaviour, and lower absenteeism are all linked to high OC levels. Thus, the key concepts that affect employee attitudes and organizational effectiveness are POF and OC. Employee satisfaction, retention, and performance are all likely to be stronger in organizations that put a heavy emphasis on building a strong PO Fit and encourage high levels of OC. Thus, we propose:

H₁: Higher POF has a positive impact on OC.

2.4.2 P-O Fit, WFC and OC

Studies outside India have tried to explore the relationship between OC and family–work conflict (FWC) and found OC decreases with an increase in FWC (Nart & Batur, 2014). Since the concepts of both WFC and FWC have



been considered same from the theoretical approaches of compensation theory, we can conclude the inverse relation is true for WFC as well.

Porter *et al.* (1974) treated OC as a uni-dimensional concept, providing a framework for how an individual connects and associates with the ideologies and culture represented by their organization. This connection and association are dependent on three factors: a conviction in and approval of the value structure of the organization; willingness to strive for the achievement of organizational objectives; and motivation to belong to the organization. The compensation model for WFC and FWC was the second theoretical approach that formed the basis of the current paper. The model proposes that a person’s time, energy, and physical stamina – i.e., resources – are limited. If more resources are spent on either the family or the work domains, there will be a shortage of that resource for the other. The dissatisfaction with any one domain is compensated by seeking satisfaction from involvement in the other (Lambert, 1990; Zedeck, 1992). This compensation takes the form of decreasing resource inputs where there is dissatisfaction, and increasing resource inputs and efforts where there is greater satisfaction.

As outlined above, the study seeks to examine the impact of POF and WFC on the OC of the individual. Drawing on the literature review and the two theories, a research framework was arrived at, as shown in Figure 1. Further, the literature also supports the strong moderating role of WFC on OC in the context of POF, as shown in Figure 2. From the above discussion, we have proposed two hypotheses.

- H₂:** WFC has a negative impact on OC.
- H₃:** WFC moderates the relationship of P-O fit with OC.

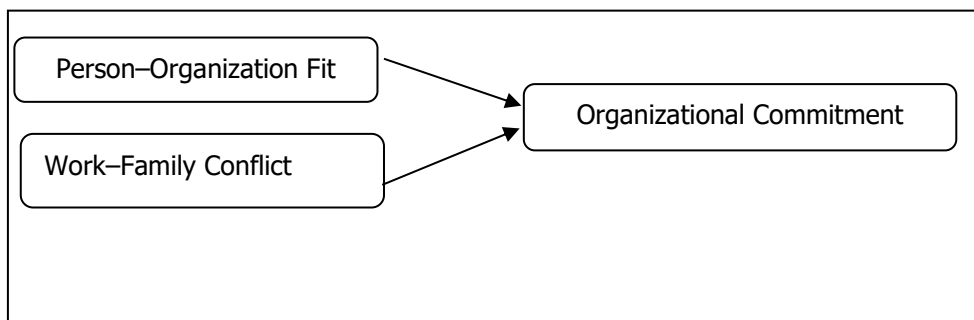


Figure 1. Research Framework (direct relationship)

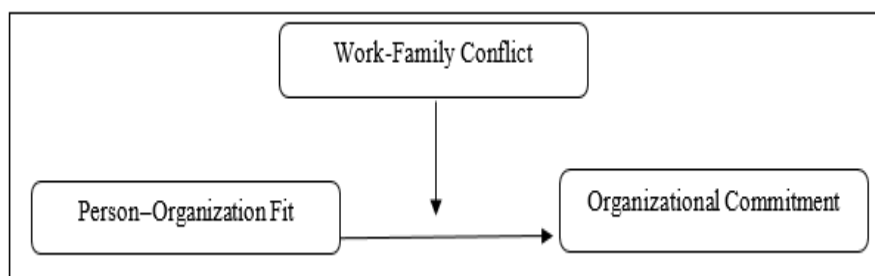


Figure 2. Research Framework (moderating relationship)

3. Research Methodology

3.1 Sample

Two samples were used in the current study, one for scale validation and a second for analysis purposes. The sample for scale validation was drawn from junior, middle and senior-level managers working with corporations; professionals engaged in the non-governmental sector and academics from higher-education institutions. Out of 275 questionnaires administered to respondents, 122 were retained. This shows a response rate of 44.3%. The respondent demographic profile is given in Table 1. These were used for scale validation. The sample for analysis comprised 139 respondents from 250 questionnaires, giving a response rate of 55.6%.



Table 1. Demographic profile of respondents

Profile	Classification	N=139	Percentage
Gender	Male	92	66%
	Female	47	34%
Education	Bachelors	87	62.6%
	Postgraduate and above	52	37.4%
Designation	HR manager	9	6.47%
	Sales Executive/Manager	34	24.46%
	Deputy HR manager	3	2.16%
	Manager	16	11.51%
	Assistant Manager	7	5.04%
	Supervisor	14	10.07%
	Bankers (Branch Manager, Probationary Officer, etc.)	23	16.55%
	Teacher/Lecturer/Professor	17	12.23%
	Research Associate/Officer	5	3.60%
	Others	11	7.91%
Management Level	Senior	15	11%
	Middle	56	40%
	Junior	68	49%
Age Group	20–29	22	16%
	30–39	67	48%
	40–49	38	27%
	50 or above	12	09%
Work Experience	0-5 years	31	22.3%
	6-10 years	59	42.5%
	11-15 years	32	23.0%
	16 and above years	17	12.2%
Family Type	Nuclear	102	73%
	Joint	37	27%

3.2 Variable Measurement

The statistical software SPSS 22 was used to validate the conceptual framework and suggested study hypothesis. The link between the dependent and independent variables was examined using multiple regression analysis and the correlation coefficient. Twenty-one items are captured from person–organization fit and WFC to measure independent variables. The fourteen items were measured for one dependent variable such as OC. A seven-point Likert scale, with 1 denoting strongly disagree and 7 denoting strongly agree, was used to score the items.

4. Results and Discussion

4.1 Research Instrument

The scale used for collecting responses was constructed by combining the three scales: the OC scale developed by Mowday *et al.* (1982), the POF scale of Lovelace & Rosen (1996), and the WFC scale given by Netemeyer *et al.* (1996).

OC: OC was measured using a modified version of a scale developed by Mowday *et al.* (1982). The reliability of the scale has been reported by other researchers (Fields, 2002) as being in the range of .81 to .93, while in this study the reliability was 0.701. The 15–item scale was piloted on 122 respondents and 11 items were retained in the final research instrument to measure OC. Items relating to the agreement with organizational policies, the best possible organizations to work for, and regarding joining an organization as a mistake were not included in the modified scale as the factor loadings were below 0.50 for these items. The items were scored on a seven-point Likert



scale, with 1 indicating strong disagree and 7 indicating strong agree. Reverse coding was performed on three negatively worded items. The OC scale was validated in the Indian setting and included four sub-scales.

The factor structure comprised four dimensions: organizational satisfaction (four items), organizational loyalty (two items), organizational involvement (three items), and organizational culture (two items) (the items loading on each dimension are displayed in Table 2). The Kaiser-Meyer-Olkin (KMO) value (shown in Table 3) was .656, which, though not very high, is still within acceptable limits (Hair *et al.*, 2005). Organizational satisfaction contained items relating to job assignment, inspiration for job performance, and happiness with a selection of the current organization. Organizational loyalty items included loyalty and pride in the organization. Organizational Involvement contained items relating to concern about the fate of the organization, effort to make the organization a success, and reluctance to leave the organization. Finally, organizational culture includes items on individual and organizational values.

Person–Organisation Fit: The 14 items for the POF measure were taken from the scale developed by Lovelace and Rosen (1996). The scale is designed to measure the fit between the respondent's values, beliefs, goals, and objectives and those of the organization for which they work. The responses to the 14 items used to measure POF were recorded on a seven-point Likert scale where 1 = very poor fit and 7 = very good fit. The reliability of the scale, as reported by Lovelace and Rosen (1996), is .92.

A factor analysis (shown in Table 2) of the POF scale revealed three dimensions: interests and attitudes; values, objectives, and skills; and preferences. The interests and attitudes dimension included items relating to participation in various activities, outside interests, politics, attitudes, WLB, and interaction with co-workers. The values, objectives, and skills dimension included goals and objectives, values, ethics, and skills. The preferences dimension included personal style, dress, religion, and definition of career success.

Work–Family Conflict: WFC items were adapted from the scale developed by Netemeyer *et al.* (1996). The 10-item scale measures WFC, with the sub-scales using five items each. The items are rated on a seven-point Likert scale where 1=strongly disagree and 7=strongly agree. The reliability values of the sub-scales have been reported as ranging from .88 to .89 in the studies conducted by other researchers (Fields, 2002). This study reports the reliability as .815. Adapting the WFC scale included reframing certain statements for clarity and better understanding among Indian respondents.

The factor structure indicated three dimensions: behavioral-based conflict, time-based conflict, and strain-based conflict. The behaviour-based conflict had four items, namely irritable behaviour, being unable to complete work, job demands affecting tasks at home, and work interference with family life. The time-based conflict included the items' time demands, the amount of time making it difficult to fulfil obligations and putting off work due to paucity of time. Strain-based conflict comprised two items: family strain interfering with job duties, and vice-versa. Table 2 shows the factor analysis results of person–organization fit and WFC with OC.

4.2 Reliability and Validity

Cronbach's alpha coefficient was used to assess the scale's reliability (Gangaraju *et al.*, 2025; Garg *et al.*, 2024; NSB *et al.*, 2025). The reliability of the OC sub-scales was .724, .694, .614, and .764, while the overall reliability of the OC scale was .701. The reliability for POF was .787, .892, .780, and .711 for the sub-scales thereof. Reliability of the WFC scale and the constituent sub-scales was fairly good at .815, while reliability for sub-scale I of WFC was .824, for sub-scale II of WFC it was .776, and for sub-scale III of WFC it was .566. Though the reliability for sub-scale III was mediocre, the sub-scale was retained. The formula was used to calculate Cronbach's alpha (Jha *et al.*, 2022; Kumar *et al.*, 2024) and it is shown in Table 4 with all descriptive analysis.

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum (\sigma_{yi})^2}{(\sigma_x)^2} \right)$$

Discriminant validity helps to identify the degree of difference among constructs (Verma *et al.*, 2023). According to Barclay *et al.* (1995), when there is a higher correlation between an item and other items within the construct it measures, as compared to items of other constructs, it denotes discriminant validity. In this study, discriminant validity is present. The discriminant validity is applicable when the variance shared by the construct and



its measurements is greater than the variance between two constructs (Fornell *et al.*, 1982; Raj *et al.*, 2024; Singh *et al.*, 2024a). The OC, POF, and WFC scale structures are displayed in a correlation matrix in Table 5. When the diagonal elements' values exceed the off-diagonal items' values in the corresponding rows and columns, discriminant validity is deemed acceptable. Thus, in this scenario, the discriminant validity is deemed good, implying that intra-construct item variation is low and inter-construct item variance is large. Because discriminant validity exists, the suggested research model can be deemed sufficient (Singh *et al.*, 2024b). No evidence of multicollinearity of independent variables was found, and all tolerance indicators had values greater than 0.1. Variation inflation factors, or VIFs, ranged from 1 to 10. Table 6 shows the values for tolerance and VIF.

Table 2. POF and WFC with OC: Factor analysis Results

Items	OC	WFC	POF
<i>OC</i> ₁₁	0.873		
<i>OC</i> ₁₀	0.835		
<i>OC</i> ₅	0.828		
<i>OC</i> ₉	0.828		
<i>OC</i> ₃	0.769		
<i>OC</i> ₂	0.680		
<i>OC</i> ₄	0.658		
<i>OC</i> ₁	0.650		
<i>OC</i> ₇	0.603		
<i>OC</i> ₈	0.596		
<i>OC</i> ₆	0.575		
<i>WFC</i> ₅		0.872	
<i>WFC</i> ₁₀		0.849	
<i>WFC</i> ₃		0.827	
<i>WFC</i> ₇		0.821	
<i>WFC</i> ₉		0.781	
<i>WFC</i> ₁		0.739	
<i>WFC</i> ₄		0.735	
<i>WFC</i> ₆		0.719	
<i>WFC</i> ₂		0.690	
<i>WFC</i> ₈		0.663	
<i>POF</i> ₆			0.867
<i>POF</i> ₃			0.849
<i>POF</i> ₂			0.829
<i>POF</i> ₈			0.828
<i>POF</i> ₁			0.800
<i>POF</i> ₁₄			0.787
<i>POF</i> ₄			0.774
<i>POF</i> ₁₃			0.773
<i>POF</i> ₁₀			0.766
<i>POF</i> ₅			0.765
<i>POF</i> ₉			0.711
<i>POF</i> ₁₁			0.620
<i>POF</i> ₇			0.553
<i>POF</i> ₁₂			0.43
Eigenvalues	3.046	3.749	4.568
% of variance	27.695%	37.494%	32.632%
Cumulative %	27.695%	37.494%	32.632%



Table 3. Validity statistics

SN	Items	KMO	Bartlett's Test of Sphericity		
			Chi-Square (χ^2)	df	Sig.
1	OC	0.699	424.092	55	.000
2	WFC	0.777	522.109	45	.000
3	POF	0.786	842.429	91	.000

Table 4. Reliability Statistics

SN	Constructs	N	Total items	Mean	Std. Deviation	Variance	Skewness	Kurtosis	Alpha Values (α)
1	OC	139	14	4.8358	0.74997	0.562	-0.219	0.874	0.681
2	WFC	139	10	3.9362	1.04997	1.102	-0.303	-0.306	0.805
3	POF	139	11	4.6043	0.95990	0.921	0.004	-0.417	0.829

Table 5. Bivariate correlation matrices

Variable	POF	WFC	OC
POF	1		
WFC	0.282**	1	
OC	0.185*	-0.104	1

Note: **Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

Table 6. Collinearity statistic

SN	Constructs	Collinearity statistic	
		Organizational commitment	
		Tolerance	VIF
1	POF	1.000	1.000
2	WFC	0.907	1.103

4.3 Data Analysis

Multiple regression analysis was run to identify the type and significance of the impact POF and WFC have on OC. The regression equation resulting from this is $OC = 4.434 + 0.206POF - 0.147WFC$. The results reveal that OC is significantly influenced by both POF and WFC. While POF has a positive effect on OC, WFC has a negative influence (shown in Table 7). POF was the first predictor entered. The value of adjusted R^2 (.026) shows that POF has only a marginal impact on the OC of an individual. The addition of WFC in the second step shows an improvement in the adjusted R^2 , from .026 to .062, which is again marginal. While POF, with an unstandardized beta coefficient of .206, has a significant ($p=.005$) positive impact on OC, WFC, with a negative beta coefficient value of -.147, has a significant ($p=.014$), albeit negative, effect on OC, implying that an increase in WFC leads to a reduction in the OC of an individual. As a result, the correlational and significant findings show that POF and OC are positively and significantly correlated and this hypothesis is supported by this study. On the other hand, the correlational and significant data indicate that WFC and OC are negatively and strongly connected, and our study supports this theory. Table 8 presents a summary of the data and hypotheses tested. Regarding both the association between P-O fit and OC in the third hypothesis ($\beta = 0.1024$, $p = 0.1256$), WFC mitigated both relationships. On the link between P-O fit and OC, the moderating effect of WFC was not validated. Table 8 presents the results of the moderated hierarchical regression analysis.



Table 7. Regression Analysis matrices

Dependent Variable	Independent Variable	Multiple correlation coefficient (R)	Coefficient of Determination (R ²)	Standardized regression coefficient (β)	F	T	Sig.
OC ^a	POF	0.181 ^b	0.026	0.206	0.7118	2.160	0.005**
	WFC	0.274 ^c	0.075	-0.147	0.6985	-2.495	0.014*
	WFC (moderator)	0.277	0.076	0.1024	3.7328	1.541	0.126

^a Dependent Variable: OC
^b Predictors: (Constant): POF
^c Predictors: (Constant): WFC

Note: *, ** Correlations are significant at the 0.05 and 0.01 levels (2-tailed) respectively

Table 8. Summary of results and hypotheses testing

Hypothesis	Construct	Result
H₁	<i>POF and OC.</i>	Supported
H₂	<i>WFC and OC.</i>	Supported
H₃	<i>The moderation of WFC between the relationship of POF and OC.</i>	Not Supported

Employees' OC reveals how much they identify with their company and are willing to devote time and effort to its success (Guo & Li, 2023). According to research, there is a negative association between organizational dedication and WFC. When work and home duties overlap, employees may become anxious, fatigued, and emotionally worn out (Bandyopadhyay & Srivastava, 2021). This may therefore have a detrimental effect on their dedication to the company. High levels of WFC may cause workers to feel conflicted about balancing work and family obligations, which will lower their degree of commitment to their employment (Bourdeau, 2019; Brough *et al.*, 2020). They may struggle to balance work and home duties, resulting in reduced job satisfaction and overall dissatisfaction with their position and employer. Employees who perceive low levels of WFC, on the other hand, are more likely to sense a strong OC. People are more likely to feel fulfilled and devoted to their firm when they can successfully manage work and family duties without experiencing considerable conflict. Companies that recognize the importance of work-life balance and implement supporting policies and practices to assist employees in balancing work and family obligations are likely to see an increase in employee commitment. By fostering a work-life balance culture, organizations can improve employee satisfaction, well-being, and total OC.

The management of WFC or Family-Work Conflict (FWC) in the context of the interaction between POF and OC is an important field of study in organizational behavior. The moderating effect arises when a third variable alters the direction or strength of a link between two variables. When WFC is present, the relationship between PO fit and OC can be regulated. For example, if a worker has a high level of WFC, juggling work and family duties can become stressful and difficult. As a result, WFC negative consequences may show in the workplace, influencing an employee's view of organizational fit and commitment. Employees with low levels of WFC, on the other hand, may have a better balance between their work and personal duties, which may improve their impression of PO Fit and, as a result, boost their OC.

Overall, the intensity and trajectory of the link between OC and PO fit can be affected by the presence of WFC. High levels of WFC among employees may make it difficult for them to reconcile their family and personal values with those of the company, which lowers their commitment to it. Employees who experience lower levels of WFC and greater work-life balance may find it simpler to support the company's values, leading to higher levels of OC. Organizations that understand how work-life balance affects employee commitment and well-being can put supportive policies and practices in place to lessen the negative effects of WFC and establish a productive workplace that encourages commitment and a sense of PO Fit among workers.



4.4 Theoretical and Managerial Implications

For both researchers and practitioners, understanding the connections and interactions between various variables, such as P-O fit, WFC, and OC and conceptions, can be very insightful. It describes how comprehending these theoretical consequences can help organizations create efficient human resource management plans, encourage work-life harmony, and cultivate a happy and devoted workforce.

Organizations today are increasingly realizing the importance of committed manpower that has strong POF. In today's highly competitive scenario, while every tangible resource can be replicated sooner or later, the only resource that can and does provide a competitive edge to any business is its human resources. Human resources, being animate, are unique, and this uniqueness flows into how each individual's life and work are planned. Hence, care should be taken to actively create family-friendly workplace environments with an eye to retaining the best employees and boosting their commitment towards the organization. The focus has to be as much on the internal customer as it is on the external customer.

5. Conclusions, Limitations, and Future Scope

In this study, POF is found to have a significant impact on OC. Organizations today are keen to recruit candidates with above-average academic performance, who have a strong extra-curricular background and a keen interest in organizational activities. However, the most important factor that they need to keep in mind is the value structure of the individual they are hiring. The value structure shapes the individual's mindset, attitude, and behavior, and if this is not a good fit with the organizational value structure the employee will have a lower commitment towards the organization. A mismatch between individual and organizational values results in a poor understanding of the organizational philosophy, vision, and mission of the person. Such lack of understanding leads to poor performance and lowered productivity, as much time is wasted in trying to mould one's behaviour to organizational expectations. Further, there will be significant discomfort in trying to fit with the behaviour patterns promoted at the organization if one does not naturally share these.

Improved POF also leads to greater employee satisfaction. Satisfied employees are much easier to retain compared to dissatisfied employees. This automatically results in the reduction of turnover rates and consequently has a positive impact on the bottom line of the organization. An employee who has low intentions of quitting the organization, and is satisfied with working there, is also likely to be a strong advocate of the organization. Thus, they represent an able and genuine brand ambassador of the organization, whose advocacy will also be taken seriously by other people.

An employee with a good POF shows better OCB. They will be proactive in dealing with and solving organizational problems and will seek innovative methods of increasing work efficiency and improving the organizational image. POF and OC might also be seen as potentially mutually enhancing, meaning that the higher the OC, the better the POF. Since high OC is likely to result in improved outputs and contributions, it also enhances the self-worth of the employee. This enhanced self-worth creates a perception of individual and organizational values and goals as being in sync.

Although POF improves OC, the equation between them is moderated by the WLC experienced by the employee. Since WLC has a significant negative impact on OC, there is a need to understand the issues related to it. WLC can be bi-directional, with work spilling over into family life and creating WFC, or family strains spilling into the workspace, leading to FWC. An employee who experiences strain-based, behaviour-based, and/or time-based conflicts is unlikely to contribute their best efforts to the organization. These spill-overs, whether from family to work or from work to family, create additional strains and these strains reduce the commitment levels of the individual. It is imperative that organizations institutionalize policies, programmes, and procedures whereby employees can better manage the multiple roles that they have to play in their life. While work-life balance programmes figure prominently in the employee manuals of many organizations, employees are hesitant to take the related benefits due to the negative connotations attached with taking 'flexibility' at work. Many feel that they are likely to be passed over for promotions, lucrative assignments, and perks if they opt for facilities outlined in work-life balance programmes – this negative connotation has to be removed. Better management of both work and family domains results in



satisfaction, and consequently in increased OC. Thus, there is an urgent need to adopt work–life balance policies not just in words but also in spirit.

There are certain limitations in this study which are outlined below: The links between WFC, OC, and PO Fit are intricate and subject to a variety of individual and contextual influences. The interconnectedness of the variables makes it possible that it will be difficult to separate the precise effects of each one. Findings on OC, WFC, and PO Fit may not be universally applicable across all cultural contexts and business sectors. Organizational procedures and cultural norms may have an impact on the direction and strength of these interactions. Other role-related conflicts, such as work–role conflict and family–role conflict, may also have an impact on OC and well-being, albeit they are not always measured in the same studies. While WFC is significant, they are not the only role-related conflicts. The associations between WFC, OC, and PO Fit may be mediated or moderated by additional factors. For instance, how these dimensions interact may be influenced by employment features, social support, and coping mechanisms. WFC and OC might have a reciprocal relationship. Although WFC may have an impact on commitment, the converse may also be true low OC may help to raise WFC. WFC, PO Fit, and OC are multi-dimensional constructs. Some studies may not have included all of the factors because they may have different effects on employee attitudes and behaviours. The direction of causality might not always be obvious in cross-sectional investigations. For instance, WFC may not be the cause of low OC, but rather one of its effects.

The future research may involve the following directions: a. POF may act as a mediating variable between WLC and OC, which can be explored using structural equation modelling, thereby enhancing the scope of this research. b. A comparative study between public- and private-sector organizations would also help to explain the interactions between OC, POF, and WLC. c. There are a number of demographic factors, such as age, family life cycle stage, family size, and type, gender, work experience, and presence or absence of dependents that may impact OC, as well as WFC. In order to better understand how these variables influence the relationship between OC, POF, and WLC, a more comprehensive study would be highly useful.

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Authors' Contributions

Manisha Seth: Conceptualization, Methodology, Data Collection, Formal analysis, Writing Original Manuscript. Smita Singh: Writing - Review & Editing. Vimal Kumar: Conceptualization, Supervision, Writing - Review & Editing. Ajay Jha: Writing - Review & Editing. Athar Mahmood: Writing - Review & Editing. All the authors read and approved the final version of the manuscript. All the authors read and approved the final version of the manuscript.

Does this article screen for similarity?

Yes

Ethics approval

No ethical clearance certificate is applicable for this present study.



Conflict of Interest

The authors have no conflicts of interest to declare. There is also no financial interest to report. The author certifies that the submission is original work and is not under review at any other publication.

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