

## WORK–FAMILY CONFLICT AND WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT: MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

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### Abstract

Organizational commitment is essential in public sector organizations, especially among married employees managing both work and family responsibilities. This study examines the effects of work–family conflict and work environment on organizational commitment, with perceived organizational support as a moderating variable. Using a quantitative explanatory design, 46 married employees from a local government agency in Indonesia participated in the study. Data were collected through Likert-scale questionnaires and analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM). Findings indicate that work–family conflict negatively and significantly affects organizational commitment, while the work environment has a positive and significant effect. Perceived organizational support moderates both relationships, buffering the negative effect of work–family conflict and enhancing the positive impact of work environment. These results highlight the importance of organizational support as a contextual mechanism in sustaining commitment among married public sector employees. Practically, organizations should manage workloads, improve work conditions, and provide consistent support to maintain employee commitment. This study contributes to human resource management literature by demonstrating how perceived organizational support shapes the interplay between work–family conflict, work environment, and organizational commitment.

**Keywords:** *Work–Family Conflict; Work Environment; Organizational Commitment; and Perceived Organizational Support.*

### INTRODUCTION

Human resources are a critical asset for any organization, as the quality, loyalty, and engagement of employees directly influence organizational performance. In public sector organizations, employees are required to carry out administrative tasks while delivering responsive and citizen-focused services (Faridawati, 2025). Organizational commitment, reflecting employees' psychological attachment, plays a key role in sustaining performance and service quality (Windari & Rini, 2024). Employees with high organizational commitment are more willing to remain in the organization, embrace its values, and consistently contribute to achieving organizational goals, whereas low commitment can reduce motivation, weaken loyalty, and limit participation in organizational initiatives. The Three-Component Model of Commitment highlights affective, continuance, and normative dimensions, capturing emotional attachment, perceived costs of leaving, and moral obligation to stay (Herscovitch & Meyer, 2002). In public organizations, strong commitment supports consistent task performance and high-quality service delivery (Rahmat & Ardiansyah, 2021).

Work–family conflict (WFC) occurs when the demands of work and family are incompatible, causing strain for married employees and potentially reducing organizational attachment (Greenhaus & Beutell, 1985; Van de Vliert, 1981). Similarly, work environment factors, including physical facilities, interpersonal relations, communication, and organizational support, shape employees' comfort and their commitment to the organization (Ernawati et al., 2026; Wisesa et al., 2025). Research has shown that WFC and work environment significantly influence organizational commitment, and perceived organizational support (POS) enhances employees' ability to maintain commitment under challenging conditions. Casper et al., (2002) found that WFC affects organizational commitment among

employed mothers, with social support playing a moderating role. Zheng, (2018) and Talukder, (2019) also highlighted how POS or supervisor support can shape the relationship between WFC and commitment, while Srinofita & Handayani, (2022) confirmed similar dynamics in hospital employees. These studies emphasize that supportive organizational practices help employees sustain engagement and loyalty, even when balancing work and family responsibilities.

This study investigates the effects of WFC and work environment on organizational commitment, with POS as a moderating factor, among married employees in a local government organization in Indonesia. The research examines how WFC and work environment directly influence commitment and how POS strengthens or buffers these relationships. The findings provide practical insights for public sector managers to foster employee commitment while contributing theoretically to human resource management by illustrating the role of organizational support in balancing work and family demands.

## **LITERATURE REVIEW**

### **Organizational Commitment**

Organizational commitment represents the psychological attachment of employees to their organization and is a key construct in human resource management (Noviardy, 2020). It is not merely about formal membership, but also includes loyalty, responsibility, willingness to contribute, and acceptance of organizational values. (Meyer & Allen, 1991) conceptualized commitment as a three-component model: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects emotional attachment, continuance commitment reflects perceived costs of leaving, and normative commitment reflects moral obligation to remain. Employees with high commitment demonstrate positive attitudes and behaviors that support organizational objectives, whereas low commitment may reduce motivation, engagement, and loyalty (Syarif et al., 2026; Yusuf, 2018).

### **Work–Family Conflict (WFC)**

Work–family conflict arises when work and family demands are incompatible, creating inter-role strain (Frone et al., 1992; Greenhaus & Beutell, 1985). It may occur in two directions: work interfering with family and family interfering with work. Factors influencing WFC include individual characteristics, family role responsibilities, and work role demands (Bellavia & Frone, 2005). WFC can reduce organizational commitment by causing stress, fatigue, and emotional strain, especially among married employees balancing professional and family responsibilities (Van de Vliert, 1981).

### **Work Environment**

The work environment encompasses physical and non-physical aspects affecting employee comfort, performance, and commitment (Anwar Prabu, 2005; Lussier, 2006; Sedarmayanti, 2009). Physical aspects include workspace, facilities, and safety, while non-physical aspects cover relationships with supervisors and colleagues, communication, and organizational culture. A supportive work environment fosters positive employee attitudes, enhances affective, continuance, and normative commitment, and mitigates the negative impact of WFC. (Ernawati et al., 2026; Wisesa et al., 2025).

### **Perceived Organizational Support (POS)**

Perceived organizational support refers to employees' beliefs that the organization values their contributions and cares for their well-being (Eisenberger et al., 1986; Panuju & Mangundjaya, 2018; Zain et al., 2025). POS can strengthen employee commitment by encouraging reciprocation through positive behaviors (Social Exchange Theory; Cropanzano & Mitchell, 2005). It has been shown to moderate the relationship between WFC and organizational outcomes, buffering negative effects of role conflict and enhancing the positive influence of a supportive work environment (Pattnaik et al., 2023; Rumijati & Arifiani, 2024).

## **HYPOTHESIS DEVELOPMENT**

Work–family conflict (WFC) generates inter-role pressure that can lead to stress, fatigue, and reduced attachment to the organization, particularly among married employees who must balance professional and family responsibilities (Casper et al., 2002; Greenhaus & Beutell, 1985; Van de Vliert, 1981). Consequently, WFC is expected to have a negative effect on organizational commitment:

H1: Work–family conflict negatively affects organizational commitment among married employees.

The work environment, including both physical and non-physical aspects such as workspace, facilities, interpersonal relationships, communication, and organizational culture, can foster positive work experiences, enhance

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job satisfaction, and strengthen employee commitment (Anwar Prabu, 2005; Ernawati et al., 2026; Wisesa et al., 2025). Accordingly, the work environment is hypothesized to have a positive effect on organizational commitment:

H2: Work environment positively affects organizational commitment among married employees.

Perceived organizational support (POS) reflects employees' beliefs that the organization values their contributions and cares about their well-being, promoting reciprocal positive behaviors such as commitment and loyalty (Cropanzano & Mitchell, 2005; Eisenberger et al., 1986). POS can mitigate the negative effects of WFC while enhancing the positive impact of a supportive work environment. Based on this, the following moderating hypotheses are proposed:

H3: Perceived organizational support moderates the negative effect of work–family conflict on organizational commitment.

H4: Perceived organizational support moderates the positive effect of work environment on organizational commitment.

## METHODOLOGY

### Research Design

This study employed a quantitative explanatory research design to examine the relationships among Work–Family Conflict (WFC), Work Environment (WE), Organizational Commitment (OC), and Perceived Organizational Support (POS). The explanatory approach was selected to test the hypothesized causal relationships and the moderating effect of POS on the links between WFC, WE, and OC. Data were collected through structured questionnaires designed based on the operational indicators of each variable.

### Population and Sample

The research population consisted of all married employees in a local government organization in Indonesia. The total population included 46 married employees (20 males and 26 females). A census sampling method was employed, including the entire population in the study to ensure comprehensive representation.

### Operational Definitions

- Work–Family Conflict ( $X_1$ ): Conflict experienced when work demands interfere with family responsibilities and vice versa, measured by three dimensions: time-based, strain-based, and behavior-based conflict (Carlson et al., 2000; Greenhaus & Beutell, 1985).
- Work Environment ( $X_2$ ): Perceived physical and social conditions that support employees' comfort and performance, assessed through four indicators: workplace condition and atmosphere, relationship with supervisors, relationship with coworkers, and job support facilities (Nitisemito, 2006; Sedarmayanti, 2009).
- Organizational Commitment (Y): Employees' psychological attachment to the organization, operationalized through affective, continuance, and normative commitment (Meyer & Allen, 1991).
- Perceived Organizational Support (Z): Employees' perception of organizational care and recognition, measured by organizational fairness, supervisor support, organizational recognition, and welfare consideration (Eisenberger et al., 1986; Rhoades et al., 2002).

### Data Analysis

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis consisted of two stages:

- Measurement Model (Outer Model): Evaluated the validity and reliability of indicators through outer loading, composite reliability, Cronbach's alpha, and average variance extracted (AVE).
- Structural Model (Inner Model): Tested the hypothesized relationships, including direct effects and moderating effects, through path coefficients, R-square, F-square, and bootstrapping for significance testing.

Moderating effects of POS were assessed by creating interaction terms with WFC and WE to determine whether POS weakens the negative impact of WFC and strengthens the positive effect of WE on OC. Bootstrapping with 5,000 resamples was conducted to evaluate significance, with t-statistics greater than 1.96 and p-values less than 0.05 considered significant.

## RESULT AND DISCUSSION

### Respondent Characteristics

The respondents in this study were 46 married employees from a local government organization in Indonesia, comprising 20 males (43.48%) and 26 females (56.52%). Regarding age distribution, the majority of respondents were between 41 and 50 years old (19 employees; 41.30%), followed by those aged 30 years or below (15 employees; 32.61%). Additionally, 10 employees (21.74%) were aged 31–40 years, and 2 employees (4.35%) were above 50 years old. This composition indicates that the respondents represent married employees who are generally in the productive working age range and have relevant experience in managing both work and family responsibilities.

### **Measurement Model Evaluation**

The measurement model was evaluated through convergent validity, reliability, and discriminant validity. The outer loading results show that most indicators had loading values above 0.70. Two indicators, namely WFC6 and KO2, had loading values between 0.60 and 0.70, but they were retained because the overall construct reliability and AVE values met the required criteria.

The reliability and validity results show that all constructs fulfilled the recommended thresholds. Organizational Commitment had a Cronbach's Alpha of 0.847, Composite Reliability of 0.885, and AVE of 0.564. Work Environment had a Cronbach's Alpha of 0.945, Composite Reliability of 0.954, and AVE of 0.722. Perceived Organizational Support had a Cronbach's Alpha of 0.961, Composite Reliability of 0.967, and AVE of 0.785. Work–Family Conflict had a Cronbach's Alpha of 0.900, Composite Reliability of 0.922, and AVE of 0.668. These results indicate that all constructs were reliable and valid.

Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio. The highest HTMT value was 0.637, which was below the threshold of 0.90. Therefore, the constructs in the model were empirically distinct from one another and could be used for further structural model analysis.

### **Structural Model Evaluation**

The structural model was evaluated by examining multicollinearity, coefficient of determination, effect size, and hypothesis testing. The inner VIF values ranged from 1.042 to 1.306, indicating that the model did not have multicollinearity issues. The R-Square value for Organizational Commitment (OC) was 0.667, with an adjusted R-Square of 0.626. This indicates that Work–Family Conflict (WFC), Work Environment (WE), Perceived Organizational Support (POS), and the interaction terms explained 66.7% of the variance in OC, while the remaining 33.3% was accounted for by other variables outside the model.

Effect size ( $F^2$ ) analysis revealed that Work Environment had a large effect on OC ( $F^2 = 0.533$ ). The moderating effect of WFC and POS also had a large effect ( $F^2 = 0.474$ ). WFC alone had a moderate effect ( $F^2 = 0.242$ ), while the moderating effect of WE and POS had a moderate effect ( $F^2 = 0.177$ ). Interestingly, the direct effect of POS on OC was very small ( $F^2 = 0.010$ ), suggesting that POS functions more effectively as a moderating variable than as a direct predictor.

### **Hypothesis Testing**

Hypotheses were tested using the bootstrapping procedure in PLS-SEM to evaluate the significance of direct and moderating effects. A path was considered significant if the T-statistic was greater than 1.96 and the p-value was less than 0.05, as shown in Table 1 below.

**Table 1. Hypothesis Testing Results**

Hypothesis	Relationship	Coefficient	T-Statistic	P-Value	Decision
H1	Work–Family Conflict has a negative effect on Organizational Commitment	-0.293	2.121	0.034	Accepted
H2	Work Environment has a positive effect on Organizational Commitment	0.479	3.884	0.000	Accepted
H3	Perceived Organizational Support moderates the effect of Work–Family Conflict on Organizational Commitment	0.380	2.987	0.003	Accepted
H4	Perceived Organizational Support moderates the effect of Work Environment on Organizational Commitment	0.191	2.135	0.033	Accepted

**Source: SmartPLS Output.**

Based on Table 1, the results indicate that all hypothesized relationships were supported. Work–Family Conflict negatively influences Organizational Commitment, while Work Environment positively influences it. Perceived Organizational Support functions as a moderator, weakening the negative effect of Work–Family Conflict and strengthening the positive effect of Work Environment. These findings highlight the strategic role of POS in sustaining Organizational Commitment among employees.

**Discussion**

**1. Effect of Work–Family Conflict on Organizational Commitment**

The first finding indicates that Work–Family Conflict (WFC) has a negative and significant effect on Organizational Commitment. Higher conflict between work and family roles reduces employees’ attachment to the organization. This is consistent with Role Conflict Theory, which explains that individuals experience psychological pressure when facing incompatible demands from multiple roles (Van de Vliert, 1981). Married employees must balance professional obligations with family responsibilities, and excessive work demands can cause fatigue and reduce psychological attachment. In this study, physical and psychological fatigue was the most relevant indicator, suggesting that work-related exhaustion was the main form of conflict affecting family role fulfillment.

**2. Effect of Work Environment on Organizational Commitment**

The second finding shows that Work Environment has a positive and significant effect on Organizational Commitment. Supportive work environments including comfort, safety, clear communication, peer support, supervisor support, and adequate facilities help employees develop positive work experiences that strengthen affective, continuance, and normative commitment. The strongest indicator in this study was co-worker support, highlighting the importance of interpersonal relationships in maintaining commitment within public sector organizations. However, indicators related to supervisor guidance, supervisor support, and work facilities were moderate, suggesting areas for managerial improvement despite the overall positive perception of the work environment.

**3. Moderating Role of Perceived Organizational Support on the WFC–Commitment Relationship**

Perceived Organizational Support (POS) moderated the negative effect of WFC on Organizational Commitment. A positive moderation coefficient shows that strong organizational support can buffer the adverse impact of WFC. Married employees experiencing role conflict do not necessarily experience reduced commitment when POS is high. This aligns with Social Exchange Theory, which posits that employees reciprocate organizational care with positive attitudes, loyalty, and commitment (Cropanzano & Mitchell, 2005). Organizational support functions as a buffering

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mechanism, manifested through fair treatment, reasonable task allocation, supervisor concern, assistance in work difficulties, recognition, and attention to employee welfare.

### 4. Moderating Role of Perceived Organizational Support on the Work Environment–Commitment Relationship

POS also strengthened the positive effect of Work Environment on Organizational Commitment. A supportive work environment becomes more effective in increasing commitment when employees perceive strong organizational support. Employees who experience both a conducive environment and high POS are more likely to perceive the organization as fair, caring, and appreciative, which promotes loyalty, responsibility, and willingness to contribute to organizational goals. Interestingly, the direct effect of POS on Organizational Commitment was not significant, indicating that its role is contextual modifying the strength of other relationships rather than acting as an independent predictor.

Overall, the findings demonstrate that Organizational Commitment among married public sector employees is influenced by both role pressures and organizational conditions. WFC reduces commitment, Work Environment strengthens it, and POS strategically buffers negative effects while enhancing positive effects. Practically, public sector organizations should actively manage workloads, strengthen supervisor and peer support, improve facilities, and ensure fair treatment to maintain employee commitment.

### Conclusion

This study examined the effects of Work–Family Conflict (WFC) and Work Environment (WE) on Organizational Commitment (OC), with Perceived Organizational Support (POS) as a moderating variable among married public sector employees. Results indicate that WFC negatively and significantly affects OC, meaning that higher conflict between work and family roles reduces employees' commitment. In contrast, WE positively and significantly influence OC, showing that a supportive and comfortable work environment strengthens employee attachment. POS was found to moderate both relationships, buffering the negative effect of WFC and enhancing the positive effect of WE. These findings highlight the importance of organizational support in sustaining employee commitment. Practically, public sector organizations should manage workloads, promote supervisor and peer support, provide adequate facilities, and ensure fair recognition to maintain and strengthen organizational commitment among married employees facing work–family challenges.

### Recommendations

1. Public sector organizations should allocate workloads proportionally, particularly for married employees with family responsibilities. Planned task distribution, clear deadlines, and coordinated schedules can help prevent excessive role pressure and reduce work–family conflict.
2. Organizational leaders should strengthen the work environment through open communication, transparent task allocation, improved facilities, and collaboration among colleagues. A positive environment promotes employee attachment, loyalty, and willingness to contribute effectively.
3. Perceived Organizational Support (POS) should be enhanced through fair treatment, recognition of contributions, assistance during challenges, and attention to employee well-being. High POS mitigates the negative effects of work–family conflict and amplifies the positive influence of a supportive work environment.
4. Employees can use these findings to improve time management, task prioritization, and work–family balance, helping sustain commitment and performance.
5. Subsequent studies may incorporate additional variables such as job satisfaction, work–life balance, stress, employee engagement, or leadership style. Expanding the sample to other public sector organizations can enhance the generalizability of findings.

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