



Linking Work-Family and Family-Work Conflict to Work Engagement: Moderating Role of Psychological Resilience*

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Abstract

Past research investigated the relationships between work-family conflict, family-work conflict, and work engagement. However, less is known about the psychological mechanisms of these relationships. Accordingly, this research aimed to examine whether employees' work-family conflict (WFC) and family-work conflict (FWC) impacted their work engagement, and whether psychological resilience moderated these relationships. To achieve this purpose, a cross-sectional research design was employed, and data were collected from August 5 to November 4, 2024, using a questionnaire from 380 employees working in financial and technology companies in Algeria. Hypotheses were tested through linear regression and moderation analyses. The findings indicate that WFC negatively impacts vigor, dedication, and absorption, whereas FWC shows no significant direct impact on components of work engagement. Psychological resilience buffered the adverse effects of WFC on dedication and absorption and prevented the adverse effects of FWC on dedication. These results highlight the impact of work-family tensions on dimensions of work engagement and the conditional protective role of resilience. Moreover, the results highlight the significance of psychological mechanisms in this process, recommending that practitioners build psychological resources to help employees become more psychologically resilient and better manage adverse conditions.

Keywords: work-family conflict, family-work conflict, psychological resilience, work engagement

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İş-Aile ve Aile-İş Çatışması ile İşe Adanmışlık Arasındaki İlişkide Psikolojik Dayanıklılığın Düzenleyici Rolü

Öz

Önceki araştırmalar, iş-aile çatışması, aile-iş çatışması ve işe tutulma arasındaki ilişkileri incelemiştir. Bununla birlikte, bu ilişkilerin psikolojik mekanizmaları hakkında daha az şey bilinmektedir. Bu bağlamda, bu çalışma ile çalışanların deneyimlediği iş-aile çatışması ve aile-iş çatışmasının işe tutulmayı etkileyip etkilemediği ve psikolojik dayanıklılığın bu etki üzerinde düzenleyici bir rolünün olup olmadığı incelenmiştir. Bu amaçla 5 Ağustos, 4 Kasım arasında kesitsel bir araştırma yürütlerek Cezayir'deki finans ve teknoloji şirketlerinde çalışan 380 çalışandan anket tekniği ile veri toplanmıştır. Hipotezler, doğrusal regresyon ve düzenleyici etki analizleri ile test edilmiştir. Bulgular, iş-aile çatışmasının enerji, adanmışlık ve işe kapılma üzerinde negatif bir etkisinin olduğunu gösterirken, aile-iş çatışmasının işe tutulmanın bileşenleri üzerinde anlamlı bir etkisi olmadığını ortaya koymaktadır. Psikolojik dayanıklılık iş-aile çatışmasının adanmışlık ve işe kapılma üzerindeki olumsuz etkilerini azaltırken, aile-iş çatışmasının adanmışlık üzerindeki olumsuz etkisini önlemiştir. Bu sonuçlar, iş-aile gerginliklerinin işe tutulmanın boyutları üzerindeki etkilerini ve dayanıklılığın koşullu koruyucu rolüne dikkat çekmektedir. Dahası, sonuçlar bu süreçte psikolojik mekanizmaların önemini vurgulayarak, uygulayıcıların çalışanların psikolojik olarak daha dirençli olmalarına ve olumsuz koşulları daha iyi yönetmelerine yardımcı olmak için psikolojik kaynaklar geliştirmelerini önermektedir.

Anahtar Kelimeler: iş-aile çatışması, aile-iş çatışması, psikolojik dayanıklılık, işe tutulma



1. INTRODUCTION

In recent decades, globalization and technological advancement have blurred the boundaries between work and family, intensifying inter-role conflict as individuals struggle to meet competing demands (Carlson et al., 2009). Work–family conflict (WFC), where work interferes with family life, and family–work conflict (FWC), where family obligations clash with work roles, are both associated with adverse outcomes, including diminished job satisfaction, higher turnover intentions, and poorer psychological well-being (Carlson et al., 2009; Allen et al., 2000). Meanwhile, work engagement (WE), a positive work-related state characterized by vigor, dedication, and absorption, is increasingly viewed as a key driver of both individual well-being and organizational effectiveness (Schaufeli et al., 2002). Engaged employees typically exhibit higher productivity and resilience in the face of stress. Research suggests that WFC tends to reduce WE, particularly in terms of vigor and dedication (Balogun, 2023). At this point, an individual resource, psychological resilience (PR)—the capacity to adapt positively in the face of stress—comes to the fore (Luthans, 2002). Psychological resilience enables individuals to cope with demands, such as WFC and FWC. Recent empirical work has found a significant positive association between PR and WE (Ibrahim and Hussein, 2024).

Despite the growing literature on work–family conflict, engagement, and resilience, several aspects remain to be investigated. First, prior studies have often examined WE unidimensionally, overlooking that its dimensions—vigor, dedication, and absorption—can be influenced differently by WFC and FWC. This limits our understanding of how these conflicts shape the qualitative nature of engagement. Furthermore, while PR has been consistently recognized as a vital personal resource that enhances employees’ capacity to cope with stressors, its role as a moderator in the relationship between work–family dynamics and engagement has rarely been investigated in depth (Balogun, 2023). Ultimately, most existing evidence originates from Western contexts. In contrast, non-Western environments—where cultural norms, family structures, and organizational dynamics may alter how individuals experience and respond to work–family tensions—remain underrepresented. Exploring these relationships within the Algerian financial and technology sectors, therefore, provides an opportunity to address these gaps and enrich the global literature with context-specific insights.

Based on this, this study aimed to examine the relationships between WFC, FWC, and WE while investigating the moderating role of PR in this process. By doing so, the study seeks to provide a more nuanced understanding of how work–family tensions affect employees’ engagement within Algerian financial and technology companies. Accordingly, first, we introduce the study, outline the research problem, and highlight its significance. Then we review the literature on work–family conflict, WE, and PR, and develop the study’s hypotheses. Afterward, we present the research methodology, including the research design, sample, instruments, and data collection procedures. Following this, we present the results of the data analysis, including the findings of hypothesis testing. Finally, we discuss the findings in light of theory and prior research, highlight their implications, and conclude the study by



summarizing the key findings, discussing the limitations, and providing directions for future research.

2. BACKGROUND

2.1. Work-Family and Family-Work Conflict

Work-family conflict has received substantial attention in organizational psychology and related fields due to its implications for individual well-being, job engagement, and organizational outcomes. Greenhaus and Beutell (1985) defined WFC as a type of inter-role conflict in which the role expectations from the job and family domains are mutually contradictory in some ways. The WFC is reciprocal and bidirectional, involving work and family dynamics. It can also be asymmetrical (Colombo and Ghislieri, 2008). WFC refers to the issues people encounter when job demands interfere with familial roles (Allen et al., 2000). In contrast, FWC occurs when family responsibilities interfere with job requirements (Frone et al., 1992). It has been proposed that WFC is more common than FWC, with both types having distinct origins and results (Roth and David, 2009). The literature emphasizes distinguishing between WFC and FWC in research studies (Mannon et al., 2007).

Work-family and family-work conflicts are complex phenomena that can significantly affect individuals' well-being, job satisfaction, and overall performance. Understanding the antecedents, outcomes, and strategies to manage these conflicts is crucial for organizations and individuals to promote a healthy work-life balance. The current body of research on work-family issues predominantly reflects Western cultural and value orientation, indicating significant limitations in the generalizability of findings. To address this gap, it is imperative to expand research endeavors to encompass diverse cultural perspectives (Zhang et al., 2011). Considering the Algerian context, no credible empirical studies on WFC and FWC were found in the literature. However, Mordi et al. (2023) highlight some barriers to work-life balance, and Ajonbadi et al. (2023) explain work-life balance through a narrative approach. Accordingly, this study can address this need and encourage much research on WFC and FWC in Algeria.

2.2. Work Engagement

Work engagement is defined as a good, rewarding work-related mental state marked by vigor, dedication, and absorption (Schaufeli et al., 2002). Work engagement refers to an employee's relationship with their job, but it can also encompass a relationship with the organization (Schaufeli and Bakker, 2010). Several researchers define engagement in terms of psychological characteristics such as involvement, satisfaction, internal motivation, and excitement about work (Colbert et al., 2004; Harter et al., 2002). Individuals in today's organizations must be proactive, dedicated to high-performance standards, and fully invested in their roles, both professionally and psychologically. They need employees who are enthusiastic and committed to their work (Bakker and Bal, 2010).



Based on the definition of WE, three dimensions (i.e., vigor, dedication, and absorption) are identified. Vigor is defined by high energy and mental resilience when working, a willingness to put effort into one's work, and perseverance even in the face of adversity. Dedication involves being deeply engaged in one's work, encompassing a sense of significance, excitement, inspiration, pride, and challenge. Absorption is a state of complete concentration and engagement in one's task, causing time to fly by and making it impossible to separate oneself from it (Schaufeli and Bakker, 2010). Accordingly, there are three main ways that employees perceive their work as something they find exciting and motivating to spend time and energy on (i.e., the vigor component); as a significant activity (i.e., the dedication component); and as something they find captivating and fully absorbing (i.e., the absorption component) (Bakker et al., 2011).

Regarding the situation in Algeria, only a few empirical studies on work engagement were found. According to Elkheloufi and Yean (2022), positive emotions mediate the impact of the growth mindset on work engagement. Additionally, Elkheloufi et al. (2025) found that positive emotions mediate the impact of religiosity on work engagement. Moreover, workload decreases the strength of the impact of positive emotions on work engagement. These studies indicate no significant deviation from those conducted elsewhere, as positive factors increase work engagement.

2.3. Work-Family Conflict, Family-Work Conflict, and Work Engagement

Work-family and family-work conflict are frequently regarded as potential causes of stress, with detrimental impacts on well-being and behavior (Amstad et al., 2011). The outcomes of these conflicts are generally categorized into three groups: work-related, family-related, and those that span both domains. The present study concentrates primarily on work-related outcomes, with a particular emphasis on WE. Prior research has shown that WFC and FWC are associated with various work-related consequences, including organizational commitment (Aryee et al., 2005), burnout (Peeters et al., 2005), and job satisfaction (Perrewé et al., 1999).

The core principle of the Job Demands–Resources (JD-R) model (Bakker and Demerouti, 2014) is that although work environments differ, their characteristics can generally be divided into job demands and job resources. Job demands, such as WFC, may contribute to stress, burnout, and health problems. In contrast, insufficient resources—such as limited job control or inadequate social support—can hinder the attainment of work goals, leading to frustration and a sense of failure. Such situations will likely cause withdrawal behavior, unfavorable job attitudes, and lower job satisfaction and engagement. Previous studies considered WFC and FWC among job demands (Mauno et al., 2006; Opie and Henn, 2013). As such, Yang et al. (2021), Harunavamwe and Kanengoni (2023), Ribeiro et al. (2023), Agarwal et al. (2025), and Tang et al. (2025) found that WFC leads to a decrease in work engagement. However, Wollard and Shuck (2011) found that work-life balance, the opposite of WFC, is positively related to WE. Accordingly, WFC can be expected to have a negative impact on WE.



A key component of WE, vigor, is characterized by a high level of energy, effort, persistence, and resilience (Schaufeli and Bakker, 2010). So, it is the opposite of emotional exhaustion (Schaufeli et al., 2006). According to Shirom (2011), organizational resources such as decision-making participation, reward, and respite practices, group-level resources such as managers' leadership style, social support, and cohesiveness, job-related resources such as task identity, job significance, feedback, and success, and individual resources such as socio-economic status and experience increase vigor. Moreover, work-family enrichment improves vigor (Moazami-Goodarzi et al., 2015). For instance, employees are likely to feel more energized or active at work if they believe their work enriches their work-family life (Hakanen et al., 2011). If work-family enrichment leads to high vigor, it can be inferred that WFC may negatively affect it because a lack of these resources, or threats to lose them, such as WFC and FWC, reduces vigor (Shirom, 2011). Likewise, Dåderman and Basinska (2016) found that WFC is negatively related to vigor, as Malarvizhi and Vijayarani (2025) also found. High WFC might decrease an individual's energy levels, making them less active at work. The stress and tiredness resulting from this may deplete employees' vitality, thereby reducing their vigor. Accordingly, the first hypothesis is developed as follows.

H₁: WFC negatively impacts vigor.

Compared with the number of studies investigating the impact of WFC on WE, fewer studies examine the impact of FWC on WE. Nevertheless, they indicate that, like WFC, FWC is also a negative predictor of WE. In other words, it reduces WE as WFC does (Tsang et al., 2023; Lyu and Fan, 2022). Considering dimensions of WE, FWC negatively correlates with vigor (Cinamon et al., 2007). Cinamon and Rich (2009) also reported a negative relationship between FWC and vigor among female teachers. This is also highlighted by Malarvizhi and Vijayarani (2025). Moreover, Allen and Armstrong (2006) investigated the relationships between family interference with work, various health-related behaviors, and several physical health markers. Their study reveals that FWC is associated with reduced physical activity and increased consumption of high-fat meals. This study links FWC to lower vigor by showing that stress from family obligations that interfere with work can lead to physical health problems and reduced energy at work. FWC often results in poor sleep quality and insomnia, especially when family responsibilities extend into the night. Sleep deprivation directly impacts cognitive function, including attention, decision-making, and overall mental sharpness, all of which are crucial for workplace vigor (Lyu and Fan, 2022). For instance, a new mother struggled to balance a demanding job with nighttime feeding and infant care. The lack of sleep can make it challenging to concentrate during meetings, meet deadlines, or maintain the energy needed for creative problem-solving at work. Juggling demanding family responsibilities alongside work commitments inevitably leads to increased stress. Chronic stress depletes energy levels, leaving individuals feeling drained and unable to perform well at work. For example, a full-time parent might constantly worry about childcare arrangements, school events, and sick children. This constant mental strain can lead to exhaustion, making it difficult to focus and fully engage at work. Accordingly, the second hypothesis is developed as follows.



H₂: FWC negatively impacts vigor.

Drawing upon the JD-R Model ([Bakker and Demerouti, 2014](#)), it can be argued that WFC diminishes job dedication. For example, when work demands, such as long hours or an inflexible schedule, intrude upon family time (e.g., A father working on his laptop instead of playing with his children), employees experience WFC as a significant strain on their resources. This strain can deplete employees' energy and motivation, particularly when compounded by insufficient organizational support. Consequently, individuals grappling with WFC may experience role conflict, waste valuable energy, and see a decline in job dedication as they focus on managing the imbalance between their work and family lives. Compared to nurses with low WFC, those with high WFC reported poorer devotion and more job-related challenges, such as quantitative workload and interpersonal problems ([Dåderman and Basinska, 2016](#)). Shin and Jeong ([2021](#)) demonstrated that WFC significantly increases employee depression, which in turn decreases WE, particularly vigor and dedication. Similarly, Chen et al. ([2021](#)) revealed a negative relationship between WFC and dedication. Accordingly, the third hypothesis is developed as follows.

H₃: WFC negatively impacts dedication.

When family obligations conflict with work, individuals can struggle to maintain a high level of commitment to their professions. The emotional strain of dealing with family problems can reduce their sense of accomplishment. For instance, an employed mother with a newborn in a nursery may be concerned about her newborn and phone the nursery frequently to ensure that everything is fine, reducing her attention to her work. Likewise, in many cultures, the family is at the center of a person's life ([Kagitcibasi, 2017](#)). This substantial family orientation can significantly impact an employee's work dedication and focus, particularly when family issues frequently preoccupy the employee's mind, making it difficult to concentrate fully on work tasks.

Drawing upon the JD-R Model ([Bakker and Demerouti, 2014](#)), it can be argued that FWC diminishes job dedication. FWC is a job demand that strains employees' finite resources, such as time, energy, and emotional capacity. When coupled with insufficient organizational resources, such as flexible work arrangements or supportive supervisors, this strain can deplete employees' overall well-being. Consequently, individuals grappling with FWC may prioritize essential job duties over discretionary efforts, resulting in a decline in job dedication as they struggle to meet the demands of their work and family roles. Kui et al.'s ([2016](#)) findings provide empirical support for this argument. Chen et al. ([2021](#)) also found a negative relationship between FWC and dedication. Accordingly, the fourth hypothesis is developed as follows.

H₄: FWC negatively impacts dedication.

High WFC can lead to distractions and reduced concentration, making it challenging for employees to fully engage in their tasks. When work demands, such as WFC ([Mauno et al.,](#)



2007), spill over into personal life, individuals often struggle to detach from work-related concerns mentally (Allen et al., 2000). Consider a teacher grading papers late at night, sacrificing sleep and personal time, or a mom constantly checking emails during family dinner. This blurring of boundaries causes emotional and cognitive fatigue (Ilies et al., 2007), hindering individuals' ability to engage fully in their work. They might become less enthusiastic, less focused, and less in the zone, which would ultimately make it more challenging to engage thoroughly with their work. Constantly managing both work and home responsibilities can leave individuals feeling drained, making it difficult to remain fully engaged and absorbed in their work. Sonnentag and Fritz (2015) claim that occupational stressors, particularly workload, predict low psychological detachment, the ability to disengage from work-related activities outside work. Employees with WFC cannot detach themselves from work. A lack of detachment predicts low WE because it disrupts absorption, creating distractions and preventing employees from focusing and remaining fully engaged in their work. Likewise, according to Mauno et al. (2007), WFC can be one of the job demands that lead to poor absorption. Accordingly, the fifth hypothesis is developed as follows.

H5: WFC negatively impacts absorption.

Rothbard (2001) demonstrated that FWC reduces absorption by leading employees to become distracted and unable to concentrate on their work due to home obligations. As another burden and job demand on employees, FWC introduces intrusive thoughts, worries, and mental task-switching between work and family responsibilities (Mauno et al., 2007). This mental fragmentation directly undermines focus. For instance, an employee deeply engaged in crafting a presentation receives a call from their child's daycare about a minor accident. Even if the situation is quickly resolved, the interruption breaks their concentration, making it difficult to re-engage with the task entirely. In the same context, absorption often involves a sense of "losing track of time" as individuals become fully immersed in their work. The FWC creates a constant awareness of time pressures and competing demands, making it difficult to achieve a state of flow. Parents who typically enjoy doing work tasks constantly check the clock, worried about leaving work on time to pick up their children from school. This time pressure and mental fragmentation prevent them from fully engaging in the creative aspects of problem-solving in their work (Dukhaykh, 2023). Moreover, FWC increases counterproductive activities, such as time theft (Peng et al., 2020), production deviance (Ferguson et al., 2012), and absenteeism (Kirchmeyer and Cohen, 1999). It also diminishes voluntary efforts (De Clercq, 2020) and extra-role behaviors (Netemeyer et al., 2005). Even managers struggling with FWC are more likely to exhibit abusive supervision toward their staff (Dionisi and Barling, 2019). As these studies indicate, FWC disrupts employees' motivation and concentration, thereby reducing absorption. Accordingly, the sixth hypothesis is developed as follows.

H6: FWC negatively impacts absorption.



2.4. Psychological Resilience

Employees often encounter a variety of issues and challenges at work. Some people become overwhelmed by regular difficulties, but others respond positively to the most challenging events. Psychological resilience is critical to understanding how employees overcome problems. It is grounded in the principles of positive psychology, which emphasize the strengths and positive qualities inherent in human nature (Luthans, 2002; Seligman and Csikszentmihalyi, 2000). Psychological resilience can be understood as a dynamic process in which individuals successfully adapt and maintain positive functioning despite experiencing significant challenges (Luthar et al., 2000).

Psychological resilience is conceptualized from one of three perspectives: as a trait, a capacity, or a process (Kossek and Perrigino, 2016). The trait perspective considers PR a distinct and stable human attribute or a collection of many personal qualities (Hartmann et al., 2020). According to Shin et al. (2012), employees with PR tend to experience more positive emotions than those without PR. The capacity perspective views PR as a person's capacity to adjust their level of ego-control in response to environmental demands, thereby maintaining or improving overall balance and stability within the system (Arthur, 1994). Unlike a state-like view of PR, which is stable over time, PR as a capacity is seen as malleable in the long term (Hartmann et al., 2020). The process perspective views PR as a dynamic progression that develops in response to different circumstances and is demonstrated through positive adaptation (Hartmann et al., 2020). Individuals play an active role in this process, approaching new experiences with attitudes, expectations, and emotions shaped by past interactions. These past experiences, in turn, affect how environmental cues and stimuli are perceived and organized. Consequently, early experiences are crucial in shaping how later experiences are processed and understood (Egeland et al., 1993).

Regarding Algeria, a few empirical studies highlight the significance of psychological resilience. Said et al. (2024) measured primary school teachers' PR. Nesrat et al. (2025) found a significant relationship between university students' emotional intelligence and PR. Mansouri (2025) found that life satisfaction and subjective happiness predict psychological flourishing among university students. Abla et al. (2025) found that psychological adjustment predicts PR among mothers of physically disabled children. Moreover, Chergui (2025) found a negative relationship between PR and test anxiety of high school students. These findings align with those of other studies conducted elsewhere and support PR's buffering role under harsh conditions. Hence, in the next section, how PR can buffer the impact of WFC and FWC on WE is argued.

2.5. Moderating Role of Psychological Resilience

Previous research has indicated that resilient employees exhibit positive characteristics, including optimistic and energetic perspectives (Block and Kremen, 1996), curiosity, and openness to new experiences (Waugh et al., 2008). This suggests that people with stronger



resilience can better conserve and recover critical resources, such as energy, which are frequently depleted by conflicts like WFC and FWC. Accordingly, resilience can enable individuals to handle the combined demands of work and family more efficiently and to maintain their vigor under strain. Research indicates that resilience can mitigate the detrimental effects of stressors on workplace outcomes. For example, Shin et al. (2012) discovered that resilience enabled employees to stay engaged despite demanding work schedules. By allowing people to retain control, vitality, and optimism, all crucial elements of vigor, PR can also mitigate the vigor-depleting effects of WFC and FWC (Schaufeli and Bakker, 2010). Resilient employees can see work-family issues as manageable difficulties rather than impassable challenges (Fredrickson, 2001). Dåderman and Basinska (2016) found that employees with high PR are less affected by WFC's detrimental impact on vigor. This is consistent with the conservation of resources theory (Hobfoll, 1989), as resilient people can conserve their resources by reframing stressful situations and implementing proactive coping strategies. Given the energy-draining nature of FWC (Allen and Armstrong, 2006), resilient people may engage in actions that conserve energy, such as creating limits around family time or prioritizing sleep. Sonnentag et al. (2008) propose that resilient personnel can manage FWC by engaging in recovery activities that refill their energy and vigor. Likewise, Huaman et al. (2023) underscored that WFC and FWC reduce nurses' mental and physical energy. Additionally, they highlighted PR's suppressive role in mitigating adverse work conditions. Lyu et al. (2020) and Ayala and Manzano (2018) indicated that PR is positively related to vigor. Moreover, research addresses the moderating role of PR across several organizational mechanisms (Fedina et al., 2017; Chen et al., 2021). Accordingly, the seventh and eighth hypotheses are developed as follows.

H7: The negative impact of WFC on vigor will be weaker for those with high PR.

H8: The negative impact of FWC on vigor will be weaker for those with high PR.

Research has shown that resilience can mitigate the depressive effects of WFC, thereby indirectly helping employees remain dedicated to their roles (Shin and Jeong, 2021). This buffering effect suggests that the negative impact of WFC on dedication will be weaker among resilient individuals. Resilient employees can better separate personal matters from work-related ones, allowing them to focus on their work commitments. For example, resilient employees can practice mindfulness or other coping mechanisms to concentrate on their work rather than getting sidetracked or emotionally overburdened by family obligations. According to Bakker and Demerouti (2014), resilient people are likely to draw on internal resources to sustain high levels of dedication in the face of external stressors, as illustrated by the JD-R model. This implies that PR can mitigate the adverse effects of FWC on dedication, enabling individuals to maintain their enthusiasm and commitment at work. Research empirically supports these arguments by indicating a negative relationship among WFC, FWC, and PR (Dönmez et al., 2024; Chen et al., 2021) and a positive relationship between PR and dedication (Ayala and Manzano, 2018; Lyu et al., 2020; Chen et al., 2021). They address the buffering



role of PR in adverse organizational circumstances. Accordingly, the ninth and tenth hypotheses are developed as follows.

H9: The negative impact of WFC on dedication will be weaker for those with high PR.

H10: The negative impact of FWC on dedication will be weaker for those with high PR.

Allen et al. (2000) found that resilient employees are more effective at mentally detaching from work-related stressors. This skill can be applied to manage WFC efficiently. As a result, for individuals with high resilience, the detrimental impacts of WFC on absorption can be less severe, as their resilience enables them to stay focused and engaged in job tasks. Rothbard (2001) emphasized that FWC causes mental task-switching, diminishing an individual's capacity to become engaged in their work. Psychological resilience can mitigate this harmful impact by enhancing people's ability to manage stress and recover quickly from disruptions, which is crucial for restoring attention and absorption. Resilient individuals are often better equipped to manage family stress without compromising their work performance. For example, they may employ problem-solving or cognitive reappraisal tactics to quickly address family difficulties and keep them from interfering with their professional focus. Sonnentag and Fritz (2015) found that resilient professionals can more effectively dissociate from family-related stress, thereby improving their ability to focus on work duties. As a result, the detrimental effect of FWC on absorption is likely to be less severe for those with high PR because resilience helps them refocus on tasks despite family-related distractions. Empirical evidence addresses how PR can buffer the adverse impact of WFC and FWC on absorption. As noted earlier, the negative relationship among WFC, FWC, and PR has already been established. As for absorption, a few studies report the positive impact of PR on it. For example, Lyu et al. (2020) indicated a positive relationship between PR and absorption. Hetzel-Riggin et al. (2019) examined whether PR and absorption can mediate the relationship between nurses' stress and burnout. Ayala and Manzano (2018) found that PR is positively associated with absorption among university students. Accordingly, the eleventh and the twelfth hypotheses are developed as follows.

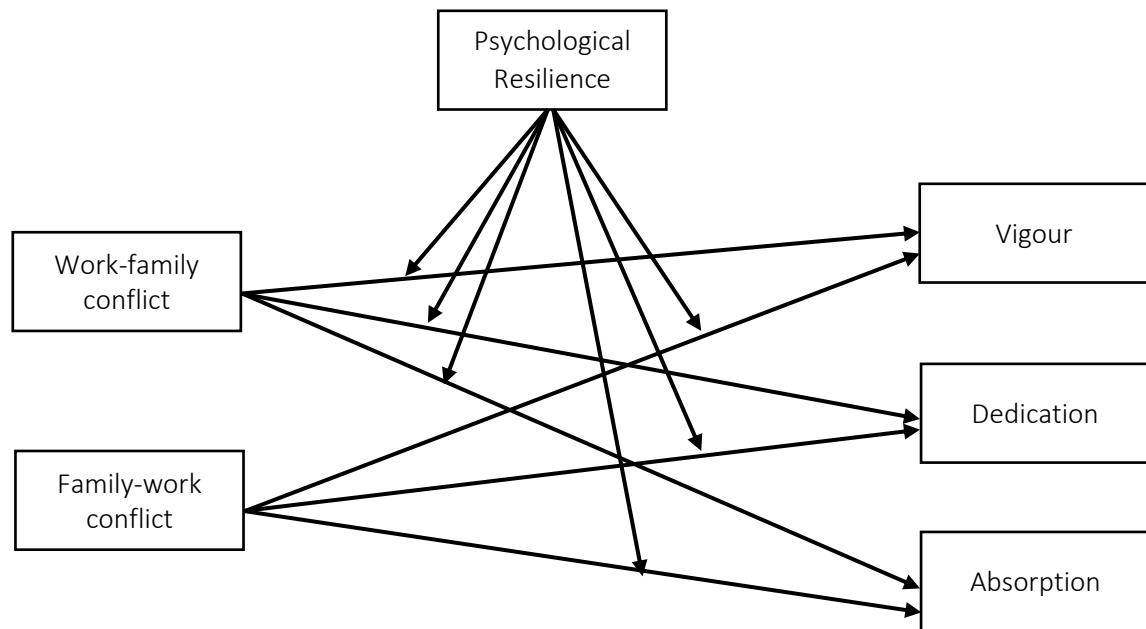
H11: The negative impact of WFC on absorption will be weaker for those with high PR.

H12: The negative impact of FWC on absorption will be weaker for those with high PR.

Figure 1 illustrates the theoretical model. As shown, work engagement comprises three dimensions: vigor, dedication, and absorption, each represented by a rectangle. Arrows from WFC and FWC to the WE dimensions illustrate the hypothesized effects (i.e., Hypotheses 1-6). Furthermore, arrows from PR to the arrows between WFC, FWC, and WE dimensions illustrate the moderating effects (i.e., Hypotheses 7-12) as commonly used in academic studies.



Figure 1. Theoretical model



3. METHOD

3.1. Research Design and Participants

This research employed a cross-sectional design. Participants were recruited through convenience sampling. The population comprised 1420 employees. This information was learned from participants, as company officials did not disclose it when asked. The sample comprised 389 employees. Of the participants, 233 (59.9%) were male, 156 (40.1%) were female, 161 (41.4%) were single, 228 (58.6%) were married, 1 (0.3%) had a secondary school degree, 21 (5.4%) had a high school degree, 90 (23.1%) had a bachelor's degree, 255 (65.6%) had a master's degree, 22 (5.7%) had a doctoral degree. Their ages ranged from 21 to 66 years ($M = 36.20$, $SD = 9.11$).

3.2. Data Collection Procedure

The data were collected through a questionnaire. The questionnaire form was prepared in English and French. To meet ethical standards, the questionnaire form was submitted to, and approval was obtained from Istanbul Ticaret University's Research Ethics Committee on August 1, 2024. Approval was officially numbered E-65836846-044-325633. After obtaining ethical approval, companies operating in the financial and technology sectors in Algeria were approached to participate in the study. Initial contact was established through the companies' human resources departments, which facilitated access to employees by distributing the online questionnaire internally. Additionally, some participants were reached directly through professional networking platforms, such as *LinkedIn*, where the survey link was shared with



individuals who met the eligibility criteria. The data collection process spanned approximately three months, more specifically, from August 5 to November 4, 2024.

3.3. Data Collection Instruments

Netemeyer et al.'s (1996) 10-item, two-dimensional scale was used to measure participants' WFC and FWC. Trottier (2015) adapted this scale into the French context. The first dimension (i.e., items 1-5) measured work-family conflict, and the second dimension (i.e., items 6-10) measured FWC.

Schaufeli et al.'s (2006) 9-item, three-dimensional scale was used to measure participants' WE. Gillet et al. (2013) adapted this scale into the French context. The first dimension (i.e., items 1, 2, and 5) measured vigor, the second dimension (i.e., items 3, 4, and 7) measured dedication, and the third dimension (i.e., items 6, 8, and 9) measured absorption.

Luthans et al.'s (2007) 6-item, unidimensional scale was used to measure participants' PR. Shi (2013) adapted this scale into the French context.

Each item on the scales was scored over 7 points (i.e., 1: strongly disagree, 2: disagree, 3: somewhat disagree, 4: neither agree nor disagree, 5: somewhat agree, 6: agree, 7: strongly agree).

3.4. Validity and Reliability Tests

First, the scales' reliability is tested. For this purpose, Cronbach's α and composite reliability (CR) scores are calculated. In the reliability test of the PR scale, the initial Cronbach α score (i.e., with six items included in the analysis) was 0.57, which is below the threshold of 0.70. To solve this issue, the procedure explained by Gürbüz and Şahin (2018) is used. They recommend removing the item with the lowest correlation score, or, if it exists, the item with a negative correlation score. According to the results in Table 1, PR1 satisfies this condition.

Table 1. Item-total statistics for psychological resilience scale

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PR1	27.04	18.14	-0.27	0.75
PR2	24.75	12.02	0.42	0.47
PR3	24.89	11.94	0.40	0.48
PR4	25.34	11.31	0.49	0.43
PR5	24.97	11.04	0.51	0.42
PR6	24.88	11.34	0.47	0.44

PR: Psychological Resilience

As shown in Table 1, when PR1 is removed, Cronbach's α score exceeds the threshold, reaching 0.75. Accordingly, the PR1 is removed. Then, Cronbach's α and CR scores are calculated for the remaining five items (i.e., PR2 – PR6). This time, Cronbach's α and CR scores were 0.75.



In the reliability test of the absorption scale, the initial Cronbach's α score (i.e., with three items included in the analysis) was 0.66, which is below the threshold of 0.70. To solve this issue, the procedure recommended by Gürbüz and Şahin (2018) was used. Accordingly, the ABS1 was removed because, according to the results in Table 2, it was the reason for the low internal consistency.

Table 2. Item-total statistics for absorption scale

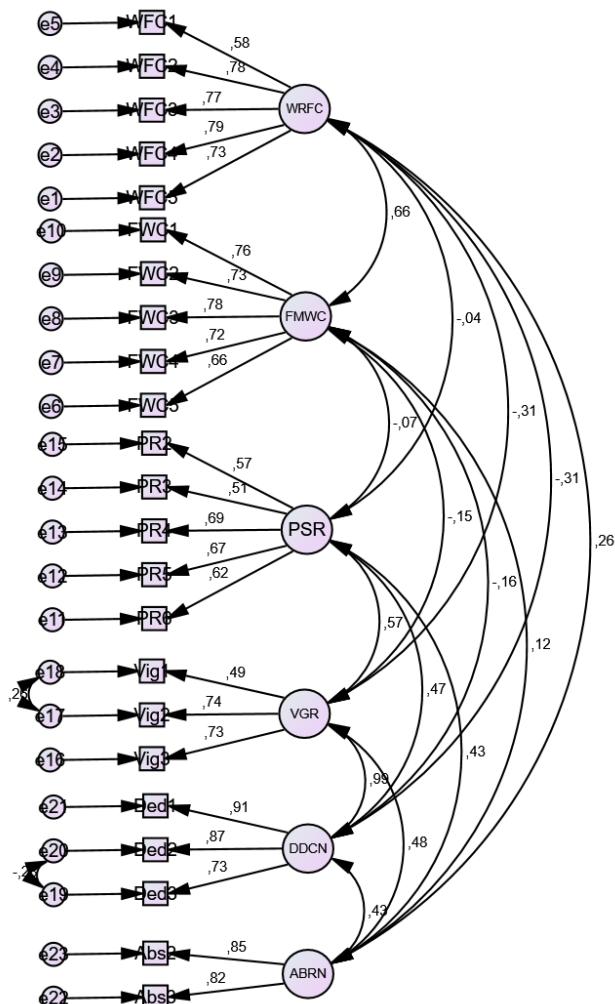
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ABS1	9.87	6.15	0.27	0.81
ABS2	10.11	4.92	0.58	0.40
ABS3	10.11	4.99	0.58	0.41

ABS: Absorption

As shown in Table 2, when ABS1 is removed, Cronbach's α score exceeds the threshold, reaching 0.81. Accordingly, the ABS1 is removed. Then, Cronbach's α and CR scores are calculated for the remaining two items (i.e., ABS2 and ABS3). This time, Cronbach's α and CR scores were 0.81.

In the reliability test of other scales, such issues were not encountered. Hence, no other items were removed. All Cronbach's α and CR scores are shown in Table 3. Because they exceed 0.70, it is reasonable to say that the scales in their current forms were reliable (Gürbüz and Şahin, 2018).

To test the validity of the scales, a measurement model, shown in Figure 2, was constructed. A measurement model differs from a structural model because, while the former is used to test construct validity of the scales, the latter is used to measure relationships between variables. The scale of every variable investigated must be involved in the measurement model. By testing the fit of the measurement model, confirmatory factor analysis is performed for each scale (Collier, 2020). Results indicate that the measurement model fits well ($\chi^2 = 483.03$, d.f. = 213, $p = 0.000$, $\chi^2/d.f. = 2.26$, GFI = 0.90, IFI = 0.93, TLI = 0.92, CFI = 0.93, RMSEA = 0.05). In Figure 2, factor loading of each item is shown over the arrows between the items and the circles representing the variables. For example, the factor loadings of the items constituting the WFC scale are 0.58, 0.78, 0.77, 0.79, and 0.73, respectively. As shown, each factor loading exceeds the threshold of 0.40. Because construct validity is assessed as convergent and discriminant validity, AVE scores are calculated to test convergent validity, and the Fornell-Lacker Criterion scores are calculated to test discriminant validity for each scale. Results are shown in Table 3. Because AVE scores exceed the threshold of 0.50, and the Fornell-Lacker Criterion for each scale is greater than the correlation score this scale has with others, it is reasonable to say that the scales were sufficiently valid (Bagozzi and Yi, 1988; Hair Jr et al., 2010).

**Figure 2.** Measurement model

Note: WRFC: Work-Family Conflict, FMWC: Family-Work Conflict, PSR: Psychological Resilience, VGR: Vigor, DDCN: Dedication, ABRN: Absorption

4. FINDINGS

Firstly, a normality test is performed on the dataset, and skewness and kurtosis are calculated to assess the suitability of parametric tests. According to Hair Jr et al. (2010), skewness must be within ± 2 and kurtosis within ± 7 . Values in Table 3 indicate that the data are normally distributed. Therefore, parametric tests are performed on the dataset in the following stages.

Table 3. Normality test results

	WFC	FWC	PR	Vigor	Dedication	Absorption
Skewness	0.053	0.503	-0.312	-0.429	-0.867	-0.271
(SE)	(0.124)	(0.124)	(0.124)	(0.124)	(0.124)	(0.124)
Kurtosis (SE)	-0.056	0.128	0.232	0.303	0.908	-0.042
	(0.247)	(0.247)	(0.247)	(0.247)	(0.247)	(0.247)

Note: SE: Standard error, WFC: Work-family conflict, FWC: Family-work conflict, PR: Psychological resilience



First, the relationships between variables are analyzed using correlation coefficients. The results are presented in Table 4.

Table 4. Descriptives and correlations

	<i>M</i>	<i>SD</i>	α	CR	AVE	WFC	FWC	PR	Vigor	Ded.	Abs.
WFC	3.75	1.21	0.85	0.85	0.53	1 (0.72)					
FWC	2.75	1.14	0.85	0.85	0.53	0.56**	1 (0.72)				
PR	5.40	0.85	0.75	0.75	0.52	0,00	-0.00	1 (0.72)			
Vigor	5.00	1.13	0.72	0.70	0.51	-0.23**	-0.10*	0.41**	1 (0.71)		
Ded	5.46	1.21	0.85	0.87	0.70	-0.28**	-0.16**	0.39**	0.75**	1 (0.83)	
Abs	4.93	1.24	0.81	0.81	0.69	-0.21**	0.09	0.35**	0.41**	0.38**	1 (0.83)

* $p < 0.05$, ** $p < 0.01$

Note: WFC: Work-Family Conflict, FWC: Family-Work Conflict, PR: Psychological Resilience, Ded: Dedication, Abs: Absorption. The values in parentheses are Fornell-Lacker Criterion scores.

Despite some expected results in Table 4, there are unexpected ones. A lack of significant relationships between PR, WFC, and FWC is not expected. A lack of a significant relationship between absorption and FWC is also not expected. Nevertheless, to make a final judgement about hypotheses, further analyses are conducted as follows. The results are presented in Table 5.

Table 5. Hypothesis test results

Models	Model 1			Model 2			Model 3		
	DVs	Vigor		Dedication		Absorption			
IVs	β	<i>F</i>	R^2	β	<i>F</i>	R^2	β	<i>F</i>	R^2
WFC	-0.23***			-0.26***			-0.24***		
FWC	0.06			0.01			-0.02		
PR	0.56***	23.38***	0.22	0.56***	26.06***	0.24	0.51***	16.69***	0.17
WFCxPR	0.10			0.17**			0.15*		
FWCxPR	0.06			0.16*			0.07		

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Note: DV: Dependent Variable, IV: Independent Variable, WFC: Work-Family Conflict, FWC: Family-Work Conflict, PR: Psychological Resilience

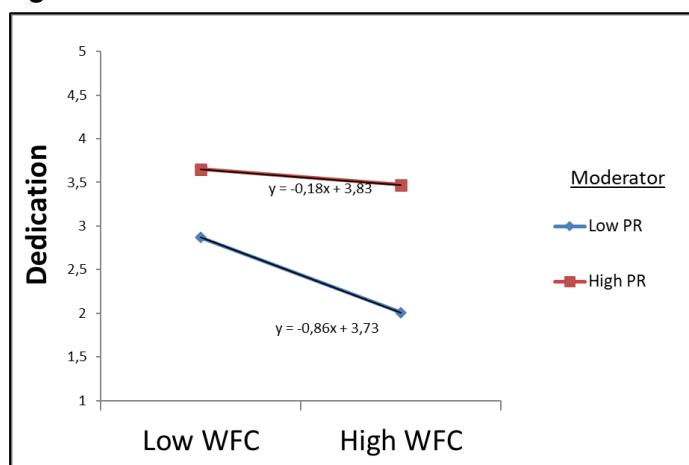
As shown in Table 5, analyses are performed in three models, in each of which a dependent variable is entered (i.e., vigor, dedication, and absorption consecutively). According to the results, Hypothesis 1 is supported because WFC significantly and negatively impacts vigor ($\beta = -0.23$, $p < 0.001$); however, Hypothesis 2 is not supported because FWC does not significantly impact vigor ($\beta = 0.06$, $p > 0.05$). Hypothesis 3 is supported because WFC significantly and negatively impacts dedication ($\beta = -0.26$, $p < 0.001$); however, Hypothesis 4 is not supported due to a lack of a significant impact of FWC on dedication ($\beta = 0.01$, $p > 0.05$). Hypothesis 5 is supported, because WFC significantly and negatively impacts absorption ($\beta = -0.24$, $p < 0.001$); however, Hypothesis 6 is not supported either due to a lack of a significant impact of FWC on absorption.

To test the moderation hypotheses (i.e., hypotheses 7-12), Aiken and West's (1991) technique is employed. Accordingly, first, the moderator variable (i.e., PR) and independent variables



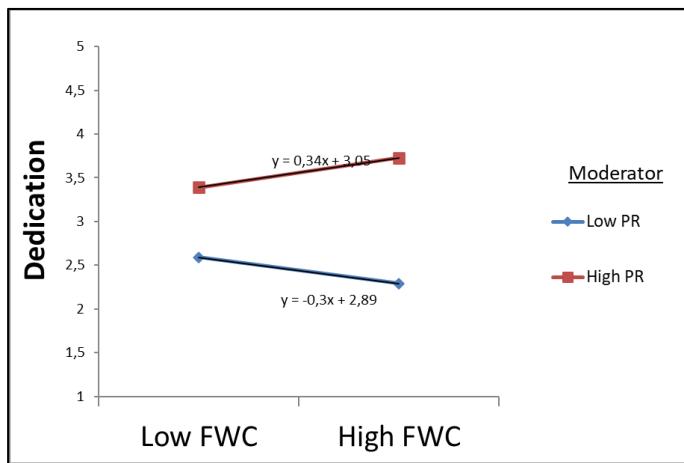
(i.e., WFC and FWC) are centered. In this manner, Z scores are generated for each. Secondly, interaction terms are produced by multiplying centered WFC and PR scores (i.e., WFCxPR) and by multiplying FWC and PR scores (i.e., FWCxPR). Then, they are entered into analysis together as independent variables. An interaction term must have a significant effect on the dependent variable to be considered significant. Accordingly, Hypotheses 7 and 8 are not supported because the interaction terms do not significantly affect vigor. Hypotheses 9 and 10 are supported because the interaction terms WFCxPR ($\beta = 0.17$, $p < 0.01$) and FWCxPR ($\beta = 0.16$, $p < 0.05$) have significant, positive effects on dedication. The manner in which these interactions occur is illustrated in Figures 3 and 4. In Figure 3, as the level of WFC increases, the level of dedication decreases, regardless of whether PR is high or low. However, the amount of decrease in dedication is lower when the PR level is high. This suggests that PR has a buffering effect on the relationship between WFC and dedication. In other words, for those who are more psychologically resilient, the relationship between WFC and dedication is weaker. Hence, Hypothesis 9 is supported.

Figure 3. Moderation 1



Note: WFC: Work-family conflict, PR: Psychological resilience

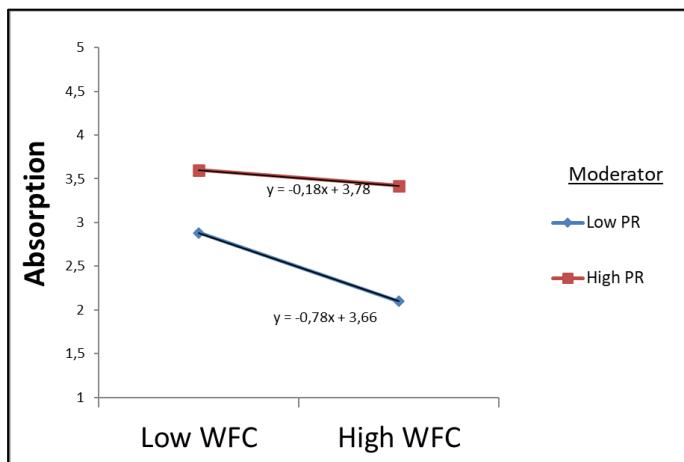
In Figure 4, as the level of FWC increases, dedication decreases when PR is low. However, in the opposite case, the dedication level increases. This suggests that PR has a buffering effect on the relationship between FWC and dedication. In other words, for those who are more psychologically resilient, FWC has no adverse impact. Hence, Hypothesis 10 is supported.

**Figure 4.** Moderation 2

Note: FWC: Family-work conflict, PR: Psychological resilience

Hypothesis 11 is also supported, as the interaction term WFCxPR ($\beta = 0.15$, $p < 0.05$) has a significant, positive impact on absorption. The interaction is illustrated in Figure 5. Hypothesis 12 is not supported, however, because of a lack of significant impact of the interaction term on absorption.

In Figure 5, as the level of WFC increases, the level of absorption decreases, regardless of whether PR is high or low. However, the decrease in absorption is smaller when the PR level is high. This suggests that PR has a buffering effect on the relationship between WFC and absorption. In other words, for those who are more psychologically resilient, the relationship between WFC and absorption is weaker. Hence, Hypothesis 11 is supported.

Figure 5. Moderation 3

Note: WFC: Work-family conflict, PR: Psychological resilience

5. DISCUSSION and CONCLUSION

This study reveals that WFC negatively impacts vigor. This suggests that employees experiencing high WFC tend to have lower energy at work. These results are consistent with those of Dåderman and Basinska (2016) and Malarvizhi and Vijayarani (2025), who report a



negative association between WFC and vigor. In contrast, they contradict those of Cinamon et al. (2007), who find no significant relationship. To the best of our knowledge, this study is the first to reveal WFC's negative impact on vigor in Algeria, a highly collectivist society. This is explained as follows. In such cultures, the family is not just a personal component of life; it is the primary source of identity and social security. Therefore, conflict with the family is likely more psychologically damaging than in individualist cultures, leading to a sharper drop in work engagement. Algerians often face a double burden of professional work and traditional domestic responsibilities. WFC here is not just about time; it is about the pressure of meeting traditional social expectations. Recent research on Algerian professionals suggests that religion is a third border in the work-life balance (Mordi et al., 2023). A negative relationship might imply that when work interferes with family and religious obligations, the resulting disengagement is a form of coping or withdrawal from the source of the stress (the workplace). Additionally, Algeria scores high on uncertainty avoidance (Mercure et al., 1997). This suggests that employees value stability and clear rules. If the workplace lacks clear family-friendly policies, uncertainty about how to balance both roles becomes a significant stressor, undermining engagement. Despite this finding, PR did not moderate the relationship. This indicates that the negative impact of WFC on vigor may be influenced by other factors not examined in this study, highlighting the need for further research to identify additional personal or contextual variables that could moderate this effect. Besides, according to the conservation of resources theory (Hobfoll, 1989), individuals have a limited pool of resources. If the WFC is chronic or severe, it may deplete an employee's energy so thoroughly that their PR has nothing left to work with. PR is a resource for stress recovery. If the conflict is constant, the employee is in a state of continuous drain, and resilience cannot function as a protective shield because the well is dry. Resilient people are generally more vigorous, but they are just as vulnerable to the negative impacts of WFC as everyone else. As such, findings show that PR increases vigor, but it does not change the slope of the relationship between WFC and vigor. In other words, while resilience is expected to buffer the negative impact of WFC on vigor, the results suggest that WFC acts as a resource-intensive stressor that may overwhelm individual coping mechanisms. This aligns with the "boiling pot" metaphor, in which internal strength (i.e., PR) cannot prevent external heat (i.e., WFC) from eventually causing exhaustion (i.e., loss of vigor). Additionally, although previous research (Cinamon et al., 2007; Cinamon and Rich, 2009; Malarvizhi and Vijayarani, 2025) addresses a negative relationship between FWC and vigor, results indicate that FWC has no significant effect on vigor, and this relationship is not moderated by PR. This finding aligns with segmentation theory (Ashforth et al., 2000), suggesting that the participants may maintain rigid boundaries between domains, effectively preventing domestic stressors from depleting their professional energy. Furthermore, work may serve as a psychological sanctuary, where the professional role provides a sense of mastery that offsets familial strain. Sometimes, when life at home is conflictual or draining, employees actually invest more energy into work. This is known as the compensation effect (Edwards and Rothbard, 2000). Vigor might remain high because work provides a sense of control, achievement, and positive social interaction that is currently lacking in the family domain.



In this case, work is not being drained by family; rather, it serves as a psychological refuge or a means of restoring self-esteem damaged by family conflict. Moreover, as noted earlier, research consistently shows that WFC is a much stronger predictor of work-related exhaustion than FWC. Employees often feel they have more permission to let work stress affect their home life, but they feel a strict professional obligation to prevent family stress from affecting their work. Thus, the impact of FWC on a work-domain variable such as vigor is often statistically weaker or non-significant compared to that of WFC. This suggests that, unlike WFC, FWC may not directly deplete employees' energy at work. One possible explanation is that employees may perceive family demands as less interfering with their work-related energy, or they may have developed effective coping mechanisms to manage family-to-work pressures. These results also highlight that other factors, such as organizational support or job characteristics, could play a more significant role in shaping vigor when employees face FWC. Further research is needed to explore these potential mechanisms and boundary conditions.

Additionally, the findings show that WFC has an adverse effect on dedication. This is not surprising, as earlier research also yielded similar results (Shin and Jeong, 2021; Chen et al., 2021). However, to our knowledge, this is the first study revealing it in Algeria. This is explained as follows. Algerian culture places immense value on the family as the primary social unit. Because family is seen as a duty, as highlighted by Mercure et al. (1997), failure to meet family obligations due to work-related commitments can lead to deep psychological guilt, which erodes vigor and dedication, as the findings indicate. However, findings also reveal that this relationship is moderated by PR. To our knowledge, this is also uncovered for the first time. This suggests that employees experiencing high WFC tend to feel less involved in their work. However, those with a high PR are better able to maintain their dedication despite these conflicts. In other words, PR buffers the adverse impact of WFC on employees' sense of purpose and commitment at work, highlighting its important role as a personal resource that enables individuals to cope effectively with work-family pressures. These results are consistent with the conservation of resources theory (Hobfoll, 1989), which posits that individuals with greater personal resources are better able to protect their energy and motivation when facing stressors. In Algerian culture, resilience is often tied to the concept of "Sabr," a form of patience rooted in religious beliefs. Employees may use religious or spiritual values to remain dedicated to their work despite family pressures, viewing their perseverance as a moral or social duty. As noted by scholars like Mercure et al. (1997), Algerian resilience is rarely purely individual; it is often rooted in the extended family. A resilient Algerian employee might be buffered by a strong social safety net that helps manage family demands (e.g., a grandmother caring for children), allowing them to remain dedicated to their job. Nevertheless, the findings indicate that FWC does not adversely affect dedication. This is contrary to what previous research addresses (Kui et al., 2016; Chen et al., 2021). This can be explained as follows. In Algeria, the collectivist nature (Hofstede, n.d.) and the presence of the extended family serve as structural buffers. Even when conflict exists, grandmothers, aunts, or siblings often step in to handle the domestic side. The employee experiences the conflict (stress), but their dedication at the office



remains untouched because the family network has "absorbed" the practical interference. Besides, in Algeria, work is often viewed through the lens of "Nifa" (i.e., honor) and the responsibility to provide. For many Algerian employees, dedication to work is the very solution to family conflict, not its victim. If there are financial or social pressures at home, the employee may actually increase or maintain their dedication to ensure the stability and honor of the household. This is known as work-family enrichment (Greenhaus and Powell, 2006). Instead of family-draining work, the desire to support the family fuels dedication to work. Additionally, Mercure et al. (1997) and others on Maghrebian management suggest that many employees use a segmentation strategy rather than an integration strategy. Algerian employees are often culturally conditioned to leave home at the door. There is a sharp mental boundary between the private/domestic sphere and the public/professional sphere. Because these two worlds are kept separate, a clash in one does not necessarily spill over into the other's dedication levels. Employees' high PR also helps explain this, as findings show that PR plays a significant buffering role, suggesting that the impact of FWC on employees' dedication depends on their PR level. Because the sample consists of highly resilient individuals who perhaps grew up or work in challenging environments, they may have developed a tolerance for conflict. To them, family-work conflict is an everyday life stressor that does not warrant a drop in professional commitment. Likewise, employees with a high PR are better able to maintain their dedication even when experiencing family-to-work pressures. In contrast, individuals with a low PR may be more susceptible to potential adverse effects. These results highlight the important role of PR as a personal resource that can buffer the adverse consequences of FWC, in line with the principles of conservation of resources theory (Hobfoll, 1989).

Findings also indicate that WFC negatively affects absorption, consistent with previous research conducted elsewhere (Mauno et al., 2007). However, to our knowledge, we are the first to reveal this in Algeria. This is explained as follows. Using Hobfoll's (1989) conservation of resources theory, absorption can be viewed as a high-energy psychological state. Managing the conflict between a demanding job and a traditional Algerian family structure, which often expects high levels of social presence and in-group participation, is exhausting. By the time the employee settles into a task, their regulatory resources are depleted. They do not have the psychological energy left over to reach the state of total immersion that defines absorption. They are going through the motions rather than being lost in the work. Moreover, if work is perceived as undermining the family's well-being (e.g., causing the employee to miss important family events or neglecting roles as a son/daughter/parent), this can create an identity crisis. This internal conflict creates a psychological detachment from the work itself. The employee may begin to subconsciously resent the work that pulls them away from their primary cultural duty: the family. While they remain out of a need for a paycheck or professional honor, they can no longer enjoy the work enough to be absorbed by it. Nevertheless, the results indicate that this negative relationship is moderated by PR. To our knowledge, this is another finding, first uncovered by us. this confirms that psychological resilience serves as a vital boundary condition. While work-to-family conflict generally depletes the energy required for absorption,



resilient individuals possess the personal resources necessary to buffer this depletion. In the Algerian context, this suggests that fostering individual resilience could be a strategic human resource intervention to maintain productivity during periods of high organizational demand. This suggests that employees with higher WFC tend to have reduced focus and engagement in their work tasks. However, those with high PR are better able to maintain their absorption despite work–family pressures. In other words, PR serves as a protective factor, helping employees sustain their concentration and engagement in work activities when facing conflict between work and family roles. These results reinforce the role of PR as a personal resource, consistent with the findings of Allen et al. (2000), who reported that individuals with high PR are better able to psychologically detach from work-related stressors and maintain engagement in their tasks.

Lastly, although a few researchers, such as Dukhaykh (2023), establish a negative link between FWC and absorption, results show that FWC has no significant effect on absorption, and PR does not moderate this relationship. This is explained as follows. In North African contexts, family life is naturally loud and busy. What a Western scholar might define as conflict (i.e., high involvement, constant communication, emotional intensity) might be viewed as everyday life by an Algerian employee. Because they are accustomed to a high baseline of family activity and noise, Algerian employees have developed a higher threshold for distraction. It takes a much higher level of conflict to break their mental focus than it does for employees in more individualistic, quieter household cultures. This suggests that employees' ability to maintain focus and fully engage in their work is not substantially influenced by pressures originating from FWC. It is possible that employees have developed coping strategies or that organizational and job-related factors play a more decisive role in sustaining absorption in the face of FWC. These results suggest that the buffering effect of PR may be more relevant to conflicts arising from work demands than from family demands, highlighting the need for future research to explore additional factors that might influence how FWC affects engagement outcomes.

Although this research has noteworthy contributions, it also has some limitations. First, the study focused on financial and technology companies in Algeria. While this provides valuable insights into a unique and under-researched environment, the findings may not be fully generalizable to other sectors and cultures. For example, the work culture in Algerian public administrations is often perceived as more stable but bureaucratic, and it differs markedly from that of the private sector or multinational companies. A limitation could be the focus on only one sector. Accordingly, future studies can expand the scope by focusing on other industries and cross-cultural samples. Second, the research relied on self-reported data. While this method is widely used in organizational research, it may introduce common method bias and social desirability effects, as participants may provide responses that reflect perceived expectations rather than their actual experiences. Although reliability and validity test scores are satisfactory and research is free from such flaws, employing multi-source data is recommended for future research. Third, the cross-sectional design limits the ability to draw causal conclusions.



Longitudinal or experimental research designs would enable stronger inferences about causality and the dynamic nature of these relationships over time. Finally, while PR was included as a moderating variable, other potentially important personal and organizational factors, such as social support, leadership style, or job resources, were not examined. Including these variables in future research would provide a more comprehensive understanding of the mechanisms through which work–family dynamics influence employee engagement. Moreover, PR in a North African/collectivist context, such as Algeria, often involves religious coping and extended family support, which standard Western scales might not fully capture, as results indicate that FWC has no impact on WE dimensions. Besides, in Algeria, the impact of WFC can differ by gender due to traditional societal expectations. Hence, the findings may not be generalizable to the entire Algerian workforce. Therefore, future research can focus on gender differences in the relationships among WFC, FWC, and PR. Furthermore, highly engaged employees can actually experience more WFC because they are so absorbed in work that they neglect family roles. Therefore, the WE can also have a negative impact on WFC. Future research can explore such uncharted aspects of WE, including the roles of WFC and FWC.

The findings of this study offer valuable insights for both managers and employees. First, the study demonstrates that WFC has a significant negative impact on employees' vigor, dedication, and absorption. This suggests that organizations should prioritize strategies to reduce WFC, including offering flexible working hours, promoting telecommuting, and implementing family-friendly policies. By creating an environment that enables employees to balance their work and family responsibilities better, managers can help maintain high levels of energy, commitment, and focus among their staff. Second, the moderating role of PR underscores the importance of personal resources in coping with work–family pressures. Organizations can support employees by providing resilience-building programs, such as stress management workshops, mindfulness training, and coaching or mentoring initiatives. These interventions can strengthen employees' ability to maintain engagement even when facing work-related challenges. Third, although FWC has a limited direct effect on WE, managers should still recognize its potential indirect impacts. Encouraging open communication, providing employee assistance programs, and fostering a supportive organizational culture can help employees balance family demands with their work performance. Finally, the results suggest that managers should adopt a differentiated approach to addressing work–family dynamics, given that work and family demands may influence engagement differently. Tailored interventions that account for the type of conflict and the individual's resilience level are likely to be more effective than one-size-fits-all solutions.

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