ISTANBUL TICARET UNIVERSITY
GRADUATE SCHOOL
DEPARTMENT OF BUSINESS ADMINISTRATION
PhD PROGRAM IN BUSINESS ADMINISTRATION

LINKING WORK-FAMILY CONFLICT AND FAMILY-WORK CONFLICT TO WORK ENGAGEMENT: MODERATING ROLE OF PSYCHOLOGICAL RESILIENCE

PhD Dissertation

Nour El Houda ADIMI

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ISTANBUL – 2026

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ABSTRACT

This research aimed to examine whether employees' work–family conflict (WFC) and family–work conflict (FWC) were related to 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 389 employees working in financial and technology companies in Algeria using a questionnaire. Hypotheses were tested through linear regression and moderation analyses. The findings indicate that WFC is negatively related to vigor, dedication, and absorption, whereas FWC shows no significant direct relationship with 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, as well as the conditional protective role of resilience.

Keywords: *Family-Work Conflict, Psychological Resilience, Work Engagement, Work-Family Conflict.*

ÖZET

Bu çalışmanın amacı, çalışanların deneyimlediği iş–aile çatışmasının (İAÇ) ve aile–iş çatışmasının (AİÇ) işe tutulmayla ilişkili olup olmadığını ve psikolojik dayanıklılığın bu ilişkiler üzerinde bir etkisinin olup olmadığını incelemektir. Bu amaçla kesitsel bir araştırma yürütülerek Cezayir'deki finans ve teknoloji şirketlerinde çalışan 389 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 ile negatif ilişkili 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 etkilerine ve dayanıklılığın koşullu koruyucu rolüne dikkat çekmektedir.

Anahtar Kelimeler: *Aile-İş Çatışması, İş Bağlılığı, İş-Aile Çatışması, Psikolojik Dayanıklılık.*

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ABBREVIATIONS

COR	Conservation of Resources Theory
FFM	Five-factor model
FWC	Family-Work Conflict
JD-R	Job Demands-Resources model
PR	Psychological Resilience
PsyCap	Psychological Capital
WE	Work Engagement
WFC	Work-family Conflict

INTRODUCTION

In recent decades, globalization and technological progress have blurred the boundaries between work and family, resulting in greater inter-role conflict as people try to manage competing demands (Carlson et al., 2009, pp. 249–276). Work–family conflict (WFC), where work interferes with family life, and family–work conflict (FWC), where family obligations conflict with work roles, are both linked to adverse effects such as lower job satisfaction, increased intentions to leave, and worse psychological well-being (Allen et al., 2000, pp. 278–308; Carlson et al., 2000, pp. 249–276).

Meanwhile, work engagement—a positive state related to work, characterized by vigor, dedication, and absorption—is increasingly recognized as a crucial factor influencing both personal well-being and organizational success (Schaufeli et al., 2002). Engaged employees usually demonstrate increased productivity and greater resilience when dealing with stress.

Existing research indicates that WFC often decreases work engagement, especially in vigor and dedication. However, most studies examine engagement as a global construct or focus on just one dimension, rather than assessing all three components simultaneously (vigor, dedication, absorption) and how they might be differentially affected.

Psychological resilience—the ability to adapt positively when facing stress—is understood through the lens of the Conservation of Resources (COR) theory. According to COR, people actively pursue and defend resources, experiencing stress when these are threatened or exhausted (Hobfoll, 1989). Resilience serves as a personal resource that helps individuals handle demands such as WFC and FWC more effectively. Recent research has shown a strong positive link between resilience and all aspects of work engagement—vigor, dedication, and absorption (Ibrahim & Hussein, 2024, p. 1077).

Algeria presents a fascinating context for this research. The financial and technology sectors in Algeria are experiencing rapid growth, driven by digitalization, increased banking penetration, and the adoption of tech-driven services. These sectors are highly competitive, and employees often face high workloads, tight deadlines, and pressure to

meet customer expectations. At the same time, Algerian culture emphasizes family obligations, which can amplify FWC and WFC. Investigating these dynamics in Algeria provides insights into how employees navigate work–family tensions in a non-Western, emerging-market context, where cultural norms and organizational practices may shape engagement differently than in Western countries.

This study is motivated by the urgent, real-world need to understand how human capital can be sustained in rapidly modernizing, non-Western economies. While the rapid expansion of Algeria's financial and technology sectors has driven economic progress, it has simultaneously introduced an "always-on" corporate culture that clashes deeply with the collectivist, family-centric core of Algerian society. The researcher was motivated by this societal friction point, recognizing that professionals are increasingly caught in a silent, high-pressure tug-of-war between intense workplace performance demands and deep-seated familial responsibilities.

Despite the growing literature on work–family conflict, engagement, and resilience, several important gaps remain. First, prior studies have often examined work engagement as a single, global construct, overlooking the possibility that its three dimensions—vigor, dedication, and absorption—may be affected differently by work–family and family–work conflict. This limits our understanding of how these conflicts affect the qualitative aspects of engagement. Furthermore, while psychological resilience is widely recognized as a vital personal resource that enhances employees' capacity to manage stress, its role as a moderator of the relationship between work–family interactions and engagement has rarely been examined 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.

This study primarily investigates the relationships among work–family conflict (WFC), family–work conflict (FWC), and the three aspects of work engagement—vigor,

dedication, and absorption—and examines the role of psychological resilience in these relationships. It seeks to provide a deeper understanding of how work–family tensions affect employee engagement, specifically in Algerian financial and technology firms.

To achieve this objective, the study addresses the following research questions:

1. How do work–family conflict (WFC) and family–work conflict (FWC) influence the components of work engagement (vigor, dedication, absorption) among employees?
2. Does psychological resilience moderate the relationship between WFC and work engagement?
3. Does psychological resilience moderate the relationship between FWC and work engagement?
4. Which components of work engagement are most sensitive to work–family conflicts, and how does resilience buffer their adverse effects?

The core problem addressed by this research is twofold:

1. **The Contextual and Cultural Clash**: Traditional Western models of work-life balance do not fit the Algerian landscape. Algerian employees face distinct social pressures, in which extended family networks can serve as both a heavy burden and a vital support system. Simply applying Western organizational policies is ineffective.
2. **The Theoretical Blindspot:** Current organizational literature fails to analyze how bidirectional inter-role conflicts (WFC vs. FWC) systematically deplete the individual sub-dimensions of work engagement (vigor, dedication, and absorption). Without understanding which exact psychological resource is drained first, and whether internal personal resources like psychological resilience can act as a selective buffer, organizations remain unequipped to protect their most valuable workforce assets.

This research makes three key contributions. In theory, it broadens the Conservation of Resources (COR) framework by examining psychological resilience as a moderator of the relationship between work–family conflict and engagement, offering new perspectives on

how engagement is sustained under stress. It also addresses a key limitation of previous studies by analyzing all three dimensions of engagement simultaneously, rather than treating engagement as a single construct. Methodologically, it provides empirical evidence from a non-Western, emerging-market context, specifically Algeria, which has been underrepresented in work–family literature. In practical terms, these findings can help managers and human resources professionals develop interventions and policies to increase employee engagement, enhance resilience, and minimize the adverse effects of work–family conflicts, thereby promoting both employee well-being and organizational achievement.

The thesis is organized in the following logical sequence. Chapter 1 introduces the study, describes the research problem, and emphasizes its importance. Chapter 2 reviews existing literature on work–family conflict, work engagement, and psychological resilience, and formulates the study's hypotheses. Chapter 3 details the research methodology, including the design, sample, instruments, and data collection methods. Chapter 4 reports the data analysis results, including hypothesis testing outcomes. Chapter 5 interprets the findings within the context of existing theory and research, highlighting their implications. Finally, Chapter 6 summarizes the key results, addresses limitations, and suggests future research directions.

FIRST CHAPTER

THEORETICAL FRAMEWORK

1.1. Work-Family and Family-Work Conflict

Work-family conflict (WFC) 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, pp. 76–88) defined work-family conflict as a type of inter-role conflict in which role expectations in the job and family domains are mutually contradictory.

The Work-Family conflict construct is reciprocal and bidirectional, involving dynamics between work and family. It can also be asymmetrical (Colombo & Ghislieri, 2008). WFC refers to the issues people encounter when job demands interfere with familial roles (Allen et al., 2000, pp. 278–308). In contrast, family-work conflict (FWC) happens when family duties disrupt work obligations requirements (Frone & Russell, 1992). It has been proposed that WFC is more common than FWC, with both types having distinct origins and results (Roth & David, 2009, pp. 80–86). The literature emphasizes distinguishing between WFC and FWC in research studies (Mannon et al., 2007, pp. 65–80).

The literature identifies three types of work-family and family-work conflict. First, Behavior-based conflict**.** This occurs when certain behavioral expectations in one role are incompatible with those in another. Second, Time-based conflict. This happens when one role's time commitment makes it impossible to fully engage in another one. Third, Strain-based conflict occurs when the stress of one role interferes with an individual's ability to perform another role effectively (Greenhaus & Beutell, 1985, pp. 77–88).

Furthermore, it was argued that work-family conflict might arise in two ways: Conflict resulting from work interfering with family, namely, the work-family conflict (WFC). And conflict caused by family interfering with work, known as family-work conflict (FWC).

By combining them, six dimensions of WFC and FWC are produced:

1. Behavior-based WFC
2. Behavior-based FWC
3. Time-based WFC
4. Time-based FWC
5. Strain-based WFC
6. Strain-based FWC

Work-family and family-work conflicts are intricate issues that can significantly affect individuals' well-being, job satisfaction, and overall quality of life. Understanding the causes, consequences, and management strategies of these conflicts is essential for organizations and individuals to foster a healthy work-life balance. Most existing research on work-family issues primarily reflects Western cultural values, thereby limiting its general applicability. To address this gap, it is imperative to expand research endeavors to encompass diverse cultural perspectives (Zhang et al., 2010, p. 89). Considering the Algerian context, no credible empirical studies on WFC and FWC were found in the literature. However, Mordi et al. (2023, pp. 105–132) highlight some barriers to work-life balance, and Ajonbadi et al. (2023, pp. 243–272) 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.

1.1.1. Theories That Explain WFC and FWC

Few studies have integrated research on different variables and raised or tested specific theories. Most studies either develop their study structure based on a particular theory or are grounded in the current body of literature and offer some hypotheses (Zhang et al., 2010, p. 89). Although WFC and FCW are based on role theory (Greenhaus & Beutell, 1985), recent literature reviews indicate that theories such as conservation of resources, spillover theory, and personality theories also contribute to understanding WFC and FWC.

First, Role theory is the foundation for several theoretical perspectives on WFC and FWC (Ruppanner, 2011). Role theory says that playing multiple roles can create strain (Goode, 1960). Conflict between work and family can arise when the expectations of one position

are incompatible with those of the other (Greenhaus & Beutell, 1985). In the context of WFC, role theory indicates that role demands—including role conflict, overload, and ambiguity—can significantly influence the tension between work and family roles (Bakar & Salleh, 2015). This conflict can lead to decreased work motivation (Bakar & Salleh, 2015) and is influenced by job-related factors such as authority, work pressures, and control over the work schedule (Glavin & Schieman, 2012, pp. 71–98). According to Greenhaus and Beutell (1985), married employees must devote their time, effort, and dedication to fulfilling both their professional and family obligations. In this situation, they must simultaneously take on various responsibilities as spouses, parents, and employees. Working on weekends, for instance, can hinder a parent's ability to care for their children at home. Furthermore, bringing job troubles and stress home might severely impact the quality of family life. The demands of having multiple positions are not always compatible, leading to work-family conflict (Hammer et al., 2003). The theory suggests that WFC will negatively affect employees when they struggle to complete tasks due to limited resources, such as time and energy, or when their roles conflict, such as employee roles versus family roles (Bakar & Salleh, 2015).

Furthermore, Gender Role Perspective Versus Rational Perspective **(**Gutek et al, 1991, pp. 560–568) proposed two conflicting frameworks to understand WFC and FWC: (1) The rational view and (2) The gender role view. The Rational View states that WFC and FWC are proportional to the total time dedicated to paid work and family commitments. This viewpoint holds that the more time individuals spend in various sectors, the more conflict they will face. The rational perspective highlights the direct link between hours invested and the perceived levels of WFC and FWC. In contrast, the Gender Role View contends that gender role expectations can attenuate the association between hours worked and perceived WFC and FWC. Gender roles influence how people perceive WFC and FWC, either directly or by modulating the relationship between hours spent on paid and family work. This viewpoint predicts that greater work hours within one's gender-role domain will be perceived as less contradictory than greater hours in the domain traditionally associated with the other gender. The gender role perspective suggests that traditional gender roles influence how women perceive and experience WFC and FWC. Women are

often expected to do more family and household chores than men (Denmark et al., 1985, pp. 617–625). This may contribute to increased family-work conflict among women. Gender role expectations regarding family responsibilities and home maintenance may contribute to women reporting more conflict, particularly in terms of FWC. Gutek et al. (1991, pp. 560–568) provide evidence that gender roles influence women's perceptions of WFC and FWC. The results suggest that women may experience FWC more frequently. This finding indicates that gender roles substantially shape how women perceive and report WFC. According to gender role theory, women tend to view the family role as a fundamental part of their social identity more often than men do (Bem, 1993). Moreover, although women's roles in the profession expanded, their responsibilities at home remained unchanged (Hochschild, 1999). As a result, women are more prone than men to develop a negative attitude towards the workplace when work conflicts with family responsibilities (WIF), because it threatens a vital social role (Grandey et al., 2005). Instead, men's perceptions of WIF are less likely to lead to guilt attributions, as the interference is less harmful to their social identity and thus less self-threatening (Lazarus, 1991).

Moreover, the Conservation of Resources theory emphasizes the motivation to acquire, safeguard, and maintain valued resources such as time, energy, and social support. It suggests that people are motivated to seek out, preserve, and defend these resources, and that losing or risking them can cause stress and adverse effects. Time and energy run out and so goes the principle of resource conservation. Once depleted, these resources are no longer available for use by any other activities, whether related to them or not. The conservation of resources theory emphasizes the importance of obtaining and preserving valuable resources, suggesting that people are motivated to safeguard them. It also predicts that the real or perceived risk of resource depletion can lead to stress and negative consequences, such as work-family conflict (Hobfoll, 1989). In other words, the resources allocated to one role, such as "work," will be limited by the high demands and expectations of another role, such as "family." Aryee et al. (1999) found a positive correlation between work role strain and work-family conflict FWC. According to Hobfoll's (1989) conservation of resources theory, Greenhaus and Beutell (1985) suggested that stress from

one role, such as "work," can lead to dissatisfaction with expectations in another role, such as "family."

Furthermore, the resource drain theory posits that individuals possess a limited pool of resources—such as time, energy, and attention—that must be allocated across various life areas, including work and other family domains. When demands in one area, such as work, are high, they can drain resources from another area, like family, causing conflict and stress (Edwards & Rothbard, 2000, pp. 178–199). Resource drain theory (Goode, 1960, p. 483) emphasizes the scarcity of personal resources, suggesting that they are depleted when demands from multiple domains compete for them. It suggests that when demands in one area are high, performance in the other area may decline due to resource depletion.

The job demands-resources (JD-R) model is a theoretical framework that combines elements of both the job demand-resource theory and the conservation of resources theory. It proposes that job demands, such as workload, time pressure, and emotional demands, can exhaust personal resources, resulting in strain and adverse outcomes (resource drain perspective) (Bakker & Demerouti, 2007, pp. 309–329). However, it also suggests that job resources such as autonomy, social support, and feedback can help individuals manage job demands while safeguarding their resources (from a resource conservation perspective). According to the JD-R model, reducing work-family conflict while enhancing well-being requires balancing job demands and resources. When job demands are high and employment resources are low, people are more likely to experience resource depletion and pressure, which can spill over into their personal lives and lead to work-family conflict.

Additionally, Spillover theory suggests that experiences, emotions, and behaviors in one domain (e.g., work) can carry over or "spill over" into another domain (e.g., family) (Grzywacz & Marks, 2000, pp. 111–126). This theory posits that attitudes, emotions, and behaviors are transmitted across various life domains, resulting in either positive or negative spillover effects. In the context of work-family conflict, spillover theory suggests that positive experiences and emotions at work, such as job satisfaction and a good mood, can spill over to improve family life. However, negative experiences and emotions at work (e.g., stress, burnout) can spill over into family life, leading to work-family conflict.

Finally, Boundary theory emphasizes how individuals establish boundaries between different areas of their lives, such as work and family. It proposes that people vary in their preferences and tactics for managing these boundaries, spanning from segmentation—where work and family are kept entirely separate—to integration, where the two areas are blended (Clark, 2000, pp. 747–770). Regarding WFC and FWC, boundary theory posits that individuals who establish and preserve clear boundaries between their personal and professional lives may experience less work-family conflict but may also have difficulty changing jobs. Individuals who maintain more distinct boundaries between work and family may face increased work-family conflict but might also find it easier to switch between roles. It also highlights the significance of knowing individuals' preferences and methods for managing the boundaries between work and family. These factors can impact their experiences of work-family conflict and their capacity to juggle multiple roles and responsibilities.

1.1.2. Antecedents of WFC and FWC

Antecedents of WFC and FWC can be grouped as individual, work-related, and familial factors. Individual factors influence WFC and FWC conflict. These factors include demographic variables, personality traits, self-efficacy, and workaholism (Zhang et al., 2010, p. 89). First, demographic variables include characteristics like gender, income, education, marital status, and parental status that can influence WFC and FWC (Michel et al., 2011, pp. 689–725). Zhang et al. (2010, p. 89) have demonstrated that these demographic factors can affect how individuals perceive and manage the balance between their work and family responsibilities. Gender differences have been a key focus in WFC and FWC studies. Societal expectations and traditional gender roles influence how men and women handle their work and family responsibilities, resulting in different levels of conflict stress. Most research has shown the above gender differences across various WFC fields. However, the findings vary (Zhang et al., 2010, p. 89). On the one hand, much research suggests that women are more prone to FWC (Carnicer et al., 2004, pp. 466–489) because they have more family duties than men and struggle to balance work and family (Milkie & Peltola, 1999, p. 476). On the other hand, several scholars took the opposite

stance. They believe males will inevitably take on more family responsibilities as more women enter the workforce. According to Frone et al. (1997), males and females have the same psychological FWC. Moreover, influenced by traditional perspectives, society continues to hold high expectations for men's commitment to work, regardless of their substantial contributions to household chores. Consequently, men are more likely to face the combined pressures of family and work, leading to increased FWC (Northcraft et al., 1988, pp. 161–175). Similarly, Byron (2005, pp. 169–198) supported this idea by finding that sex had relatively weak links to WFC and FWC. Higher income levels may provide more options for managing work and family responsibilities. Voydanoff and Kelly's (1984, p. 881) study found that those with higher incomes have fewer time constraints than those with lower incomes. However, there is disagreement among studies regarding the connection between income and WFC. Some researchers discovered a positive relationship between income and WFC (Zhang et al., 2010, p. 89), while other studies, such as Byron's (2005), found no significant relationship between income and either WFC or FWC. Education Level can impact WFC and FWC by influencing job opportunities and income levels, enhancing the behavior of separating from family and joining organizations (Zhang et al., 2010, p. 89). Employees with higher education levels may be promoted and sent on out-of-town work trips, thereby increasing WFC (Adams, 1993, pp. 411–420). Carnicer et al. (2004, pp. 466–489) found that males with higher education levels experience higher FWC, whereas females with lower education levels have lower FWC. Conversely, education level appears to have no noticeable impact on WFC. Marital Status and Parental Status, such as being single, married, divorced, or widowed, can affect WFC and FWC. These factors are well recognized in work-family research, and prior studies and theories strongly support their role as moderators (Michel et al., 2011, pp. 689–725). Regarding parental and marital status, individuals who are married and/or have children are often encouraged to assume more prominent family roles and obligations. As a result, when confronted with antecedents such as work pressures or time demands, these individuals are more likely than single people or those without children to perceive these factors as disruptions to their family life (Ford et al., 2007, pp. 57–80).

Second, personality traits, which are the coordinated mental processes and dynamic mental structures that determine an individual's emotional and behavioral reactions to their environment, form their personality (James & Mazerolle, 2002). Within personality factors, particularly self-efficacy, the Big Five traits and workaholism are the most frequently examined as antecedents of WFC and FWC (Zhang et al., 2010). Self-efficacy refers to a person's confidence in their ability to perform tasks and handle challenges, and it plays a crucial role in WFC and FWC. Higher levels of self-efficacy are associated with improved coping strategies, reduced stress, and more effective management of work and family commitments (Bernas & Major, 2000, pp. 170–178). In addition, the Big Five Personality Traits comprise conscientiousness, neuroticism, agreeableness, extraversion, and openness to experience (McCrae & John, 1992, pp. 175–215). These traits can affect how people perceive and handle the balance between their work responsibilities and family duties (Bruck & Allen, 2003, pp. 457–472). Wayne et al. (2004, pp. 108–130) discovered that work-family conflict (WFC) is linked to personality traits, with neuroticism and conscientiousness being the key characteristics associated with conflict. Bruck and Allen (2003, pp. 457–472) discovered that agreeableness was strongly negatively related to overall WFC, including WIF, FIW, time-based WFC, and stress-related aspects of WFC. Regarding extraversion and openness, Bruck and Allen (2003) found no significant association with any type of WFC. Moreover, Workaholism refers to an excessive dedication to work and difficulty detaching from work-related tasks. It is highlighted as a personality trait that can contribute to WFC and FWC (Zhang et al., 2010, p. 89). Researchers classified workaholics into two types: “blue workaholics” and “enthusiastic workaholics” (McMillan et al., 2002, pp. 357–368). The "blue workaholic" experiences less work pleasure than the "enthusiastic workaholic" who enjoys working, even though both types of workaholics have high "work battery." Russo and Waters (2006, pp. 418–439) showed that employee type was substantially connected to WFC. Workaholics and enthusiastic workaholics had much higher WFC than relaxed, uninvolved employees.

Third, work-related factors significantly influence WFC and FWC. Zhang et al. (2010) examine various work-related factors that influence work-family balance, including work

characteristics, work stress, work role strain, family-friendly initiatives, and work systems. It includes work characteristics, which are the nature of one's job, including working hours, job demands, autonomy, and job resources, that can directly influence WFC and FWC. For example, long hours and high job demands are frequently associated with increased conflict between professional and personal responsibilities. Frone et al. (1997) reported a correlation coefficient of 0.20 between working hours and WIF. According to many studies, when working hours increase, employees face greater work demands (Zhang et al., 2010). So, working hours are positively correlated with WIF. Other research found a favorable association between working hours and overall WFC (Stoner et al., 1991, pp. 67–74) but no significant relationship with FIW. Adams and Jex (1999, pp. 72–77), in contrast to most other studies, found that FIW can be predicted by the controllability of working hours. According to Zhang et al. (2010), this finding suggests that the initiative to adjust working hours might enable people to consider family demands when scheduling their work, thereby preventing the resurgence of FIW and family demands. Work-related stressors, including job pressure, deadlines, and workload, can contribute to WFC and FWC (Michel et al., 2011, pp. 689–725). Numerous studies have demonstrated the connection between WFC and work-related stress, anxiety, and conflict (Grzywacz & Marks, 2000, pp. 111–126). Role conflict, strain, vagueness, and other elements are all components of work-related stress. According to Zhang et al. (2010), most WFC research models mention role conflict, ambiguity, and strain as essential elements. Greenhaus and Beutell (1985) show that role conflict and WFC are strongly correlated. Role vagueness refers to an individual's uncertainty about the expectations associated with their role. The vague work role shows a significant positive correlation with WFC and FIW (Carlson et al., 2000, pp. 249–276). Role strain refers to an individual's feeling of "too much work, too little time" (Caplan et al., 1975). According to Greenhaus and Beutell (1985), stress from one role (such as "work") can lead to dissatisfaction with another (such as "family"), which is consistent with Hobfoll's theory of resource conservation. Furthermore, WFC and FWC can be reduced by implementing family-friendly policies and programs at the workplace, such as flexible scheduling, work-sharing, and a flexible work system (Zhang et al., 2010). Numerous studies have found that family-friendly initiatives (such as work-share, flextime, and control of working hours) can

proportionately reduce the WFC (Aryee et al., 1999, pp. 491–511; Thompson et al., 1999, pp. 392–415). On the other hand, certain studies suggest that work flexibility is positively correlated with men's WFC but not significantly with women's (Carnicer et al., 2004, pp. 466–489). Furthermore, telecommuting is a typical example of a work arrangement that emphasizes geographic flexibility. However, scholars are divided on this issue. Some argue that telecommuting reduces work-family conflict by enabling individuals to better balance their work and family responsibilities (Zhang et al., 2010). Others have found that telecommuting increases WFC because employees find it difficult to separate work and family; therefore, they virtually always work after hours (Olson-Buchanan & Boswell, 2006, pp. 432–445). Moreover, in Highly-Committed Work Systems, Researchers have classified HR management systems into control-oriented and commitment-oriented (Batt & Valcour, 2003, pp. 189–220). Control-oriented systems aim to reduce costs and improve efficiency, whereas commitment-oriented systems focus on cultivating highly dedicated personnel. The latter, known as "highly-committed work systems," place a premium on human resource incentives, skill development, and optimal work design (Zhang et al., 2010). Researchers examined how highly committed work systems relate to various WFC outcomes. Implementing motivating schemes in these systems, such as increased pay and work security, can reduce WFC by addressing employees' family demands (Raabe, 1990, pp. 447–491). In contrast, unjust treatment and employment uncertainty might worsen WFC (J. H. Larson et al., 1994, pp. 138–143). Work skill training helps employees resolve role conflicts, whereas optimal work design improves their capacity to handle WFC by providing flexibility (Batt & Valcour, 2003, pp. 189–220). However, ideas on the influence of teamwork on WFC vary; some argue that it improves flexibility, while others contend that it lengthens working hours and raises pressure, thereby reducing WFC (Barker, 1993).

Understanding how these work-related elements impact WFC and FWC is crucial for companies and employees seeking to balance work and family responsibilities effectively. By addressing work-related issues that contribute to conflict, organizations can cultivate supportive cultures that enable employees to balance their work and family responsibilities effectively.

Finally, Familial factors are crucial determinants influencing WFC and FWC. Zhang et al. (2010) discuss multiple family-related factors that contribute to balancing work and family responsibilities, including family demand and stress, childcare duties, social support, and spousal influence. Family demands and stressors, such as childcare responsibilities, family structure, and role overload, can impact FIW. Grzywacz and Marks (2000, pp. 111–126) suggested that individuals with higher family demands, such as caring for children or managing household responsibilities, and large families may experience increased conflict between work and family roles. Family variables primarily influence WFC through people's subjective perceptions of family demands. To research this link, family demand must be accurately defined and measured. Some criteria, such as focusing exclusively on the number of children or on parents' role overload, are overly narrow and lead to conflicting research findings (Zhang et al., 2010). Research indicates a significant positive relationship between parental role overload and WIF and FIW (Frone et al., 1997). High-FIW individuals exhibit the following characteristics: extensive involvement in family matters, significant time demands from family, inadequate support from family, arguments with family or spouse, strained relationships, and so on (Parasuraman & Simmers, 2001, pp. 551–568). A meta-analysis of family variables suggests that family role conflict is substantially associated with three types of FIW (time-based conflict, stress-based conflict, and behavior-based conflict). However, Byron (2005) found a substantial correlation between family role ambiguity and behavior-based FIW. Childcare responsibilities, which can significantly impact FIW, and research further indicates that WFC affects both men and women (Eagle et al., 1997, pp. 168–184). The number of children in a family is frequently used to calculate childcare obligations (Zhang et al., 2010). The Theory of Resource Conservation states that families will spend less time and effort working if they have more children. Additionally, children's age significantly affects WFC, as younger children require more parental care (Bedeian et al., 1988, pp. 476–491). Moreover, social support from family contributes significantly to WFC, although social support from family members, particularly spouses, can reduce this conflict. Grzywacz and Marks (2000, pp. 111–126) found a notable negative correlation between family support, especially from husbands, and family interference with work. Beatty (1996, pp. 233–251) highlighted the important influence of marital support in

reducing WFC. However, a Japanese study found that husbands' support may not alleviate the tension between parental demands and WFC among Japanese professional women, despite Suchet and Barling's (1986, pp. 167–178) suggestion of a buffering function for spousal support. Adams et al. (1996, pp. 411–420) divided connubial assistance into emotional and instrumental forms, with both potentially lowering WFC. Erdwins et al. (2001, pp. 230–238) found a strong link between high levels of marital support and lower WFC, with emotional support playing a particularly important role in alleviating FIW.

By taking these family-related factors into account, individuals and organizations can gain a clearer understanding of the complexities of WFC and FWC, enabling them to develop strategies that help employees achieve a healthier work-life balance. Managing family demands, childcare, social support, and relationship issues can reduce conflict and enhance well-being in both work and family life.

1.1.3. Consequences of WFC and FWC

Extensive research has examined the relationship between WFC and FWC, as well as their potential outcomes. Researchers have examined well-being indicators such as depression and strain (Kossek et al., 2006, pp. 347–367), as well as work, family, and life satisfaction (Aryee et al., 1999, pp. 491–511). Several meta-analyses have been published on these findings (Allen et al., 2000, pp. 278–308; Ford et al., 2007, pp. 57–80). The outcomes were categorized into individual, organizational, and familial outcomes. First, at the individual level, WFC and FWC have been associated with a range of negative consequences, including decreased job satisfaction (Allen et al., 2000), burnout and stress (Bakker et al., 2008, pp. 901–911), poor physical and mental health outcomes (Allen & Armstrong, 2006, pp. 1204–1221), diminished work performance (Amstad et al., 2011, pp. 151–169), and reduced work engagement (Liao et al., 2019, pp. 37–73; Timms et al., 2015, pp. 490–510). The strain and demands of conflicting work and family roles can deplete an individual's cognitive, emotional, and physical resources, leading to job dissatisfaction, emotional exhaustion, and impaired well-being. Additionally, preoccupation with managing competing demands can hinder an individual's ability to fully engage with their work, potentially compromising job performance (Karatepe & Karadas, 2016, pp. 554–566). Frone et al. (1992) discovered that FWC, but not WFC,

causes depression. Perhaps FWC is the only factor associated with life satisfaction and well-being because it decreases self-efficacy due to a sense of failure in managing family life; when WFC occurs, people may hold their organization accountable (Frone et al., 1992). Additionally, Frone (2000, pp. 888–895) examined the links between specific mental illnesses, including mood disorders (depressive and manic episodes), anxiety disorders (such as social phobia, agoraphobia, and posttraumatic stress disorder), and psychoactive substance use disorders (like alcohol and drug abuse or dependence). According to Frone (Frone, 2000, pp. 888–895), he discovered that individuals consistently experiencing work-family conflict are 1.99 times more prone to substance use disorder, 2.46 times more likely to have an anxiety disorder, and 3.13 times more susceptible to a mood disorder. Then, at the Organizational Outcomes level, Work-family conflict has been linked to important organizational results, such as higher employee turnover intentions and actual resignations (Allen et al., 2000, pp. 278–308; Greenhaus et al., 2001, pp. 91–100), higher levels of absenteeism (Boyar et al., 2008, pp. 175–190; Mesmer-Magnus & Viswesvaran, 2005, pp. 215–232), decreased organizational commitment (Allen et al., 2000, pp. 278–308; Amstad et al., 2011, pp. 151–169), and reduced job performance (Amstad et al., 2011, pp. 151–169; Nohe & Sonntag, 2014, pp. 1–12). When employees experience high levels of WFC and FWC, the resulting strain and stress can lead to dissatisfaction with their jobs and the organization, prompting them to consider leaving the organization (Greenhaus et al., 1989). Furthermore, the conflicting demands of work and family obligations might lead individuals to miss work more frequently or to be less productive and engaged. As a result, work-family conflict has been shown to have a detrimental impact on organizational commitment because employees may perceive a lack of support from their company in managing their work and family responsibilities (Allen et al., 2000; Amstad et al., 2011). Finally, at the Familial Outcomes level, WFC and FWC have been shown to have negative consequences on family functioning and well-being, including decreased marital satisfaction (Allen et al., 2000; Carlson et al., 2000, pp. 249–276), negative impacts on parenting and child development (Van Den Eynde et al., 2020, pp. 123–144), and overall lower family satisfaction (Beutell, 2010; Greenhaus et al., 1989). When individuals experience high levels of WFC and FWC, strain and stress can spill over into the family realm, resulting in greater tension

and conflict (Bakker et al., 2008, pp. 901–911). This may lead to reduced marital satisfaction, as conflicting demands from work and family roles can generate resentment and dissatisfaction within the spousal relationship (Carlson et al., 2000, pp. 249–276). Additionally, WFC and FWC have been linked to poorer parenting behaviors, such as increased hostility and decreased warmth towards children, which can negatively impact child development and well-being (Van Den Eynde et al., 2020). Consequently, work-family conflict can lower family satisfaction and functioning (Beutell, 2010; Greenhaus et al., 1989).

1.2. Work Engagement

Work engagement refers to a positive and fulfilling mental state related to work, characterized by vigor, dedication, and absorption (Schaufeli et al., 2002, pp. 71–92). Employee engagement and work engagement are frequently used interchangeably, though the latter is more precise. Work engagement refers to an employee's connection to their job and can also encompass their relationship with the organization (Schaufeli & Bakker, 2010). Several researchers define engagement in terms of psychological characteristics such as involvement, satisfaction, intrinsic motivation, and excitement about work (Colbert et al., 2004, pp. 599–609; Harter et al., 2002, pp. 268–279). Employees in modern organizations should be proactive, committed to high performance, eager to fully invest in their roles, and psychologically engaged in their work. They should also be enthusiastic and dedicated to their tasks (Bakker & Bal, 2010, pp. 189–206).

According to research, motivated workers are highly energetic and self-sufficient individuals who significantly impact life events (Bakker et al., 2009, pp. 206–219; Schaufeli et al., 2001, pp. 422–428). Due to their positive attitude and engagement, employees tend to provide positive feedback through appreciation, acknowledgment, and recognition of accomplishments. While engaged employees may feel fatigued after a long day, they view it as a positive sign, as it aligns with achieving outstanding results. Additionally, engaged employees find joy in activities outside of work. Unlike workaholics, they work hard because they genuinely enjoy their jobs (Gorgievski et al., 2010, pp. 83–96).

Based on the work engagement’s definition, three dimensions are identified:

Vigor is defined as high energy and mental resilience at work, a willingness to put effort into one's work, and perseverance even in the face of adversity (Schaufeli & Bakker, 2010).

Dedication is characterized by deep engagement in one's work and by a sense of significance, excitement, inspiration, pride, and challenge (Schaufeli & Bakker, 2010).

Absorption is being fully absorbed in one's task, causing time to fly by and making it impossible to separate oneself from it (Schaufeli & Bakker, 2010).

The three main ways that employees perceive their work are as follows:

(1) as something they find engaging and motivating to dedicate their time and energy to (the vigor component); and

(2) as a significant activity (the dedication component); and

(3) as something they find captivating and fully absorbing (the absorption component) (Bakker et al., 2011, pp. 4–28).

Most studies focus on individual differences, showing how work engagement varies with factors such as working conditions, personal traits, and behavioral strategies (Bakker & Demerouti, 2014, pp. 1–28). Recent research shows that work engagement varies among individuals over time and across different situations. For example, studies indicate that employees are most engaged during demanding two-hour work periods (Reina-Tamayo et al., 2017, pp. 125–136), following effective recovery on evenings (Sonnentag, 2003, pp. 518–528), and on days when they can access a variety of resources (Bakker, 2014, pp. 227–236).

Regarding the situation in Algeria, only a few empirical studies on work engagement were found. According to Elkheloufi and Yean (2022, pp. 1571–1586), positive emotions mediate the impact of the growth mindset on work engagement. Additionally, Elkheloufi et al. (2024, pp. 1987–2000) found that positive emotions mediate the impact of religiosity on work engagement. Moreover, workload reduces the impact of positive emotions on work engagement. These studies indicate no significant deviation from those conducted elsewhere, as positive factors increase work engagement.

1.2.1. Theories That Explain Work Engagement

A review of the literature revealed that the Job Demands-Resources theory was frequently cited as a critical explanation for work engagement. The Active shift model was also used in several studies to explain work engagement.

The Job Demands–Resources (JD-R) model is well known for explaining work engagement (Bakker & Demerouti, 2014). It suggests that employee well-being is influenced by workplace factors divided into two main categories: job demands and job resources. Job demands are aspects of work that require ongoing effort and can cause psychological or financial stress. In contrast, job resources are the elements that help employees manage these demands and also promote their growth and learning (Mazzetti et al., 2023, pp. 1069–1107). According to the theory, challenging jobs with ample resources encourage work engagement, resulting in benefits such as job performance, organizational commitment, lower turnover rates, and reduced sick leave (Schaufeli, 2012, pp. 3–10). Consequently, work engagement is more likely to happen when individuals encounter significant obstacles and possess the professional and personal resources necessary to overcome them (Bakker & Bal, 2010, pp. 189–206; Tadić et al., 2015, pp. 702–725). The theory suggests that higher work involvement is positively linked to better performance. Employees can utilize job crafting to enhance their work engagement. Engagement and job resources are positively correlated. The positive link between job resources and engagement can be enhanced by demanding job requirements. However, high job expectations might weaken this strong correlation (Demerouti, 2014, pp. 237–247). Job attributes, employee behaviors (job crafting, leveraging strengths, creative work design), and personal resources (self-efficacy, optimism, and self-esteem) are the main themes of the JD-R theory. However, Stable personality traits have also been linked to some variations in work engagement, according to research by Mäkikangas et al. (2013). They demonstrated that the traditional Big Five factors could predict distinct variances in work engagement, especially extraversion, emotional stability, and conscientiousness. They concluded that there is limited understanding of the mechanisms underlying the relationship between work engagement and personality.

However, the JD-R model is a descriptive and heuristic framework rather than a theoretical and explanatory one, as Schaufeli and Taris (2014) contend. Therefore, additional theories are needed to clarify the psychological mechanisms linking demands, resources, outcomes, and work engagement. Several theories have been integrated into the JD-R model to better understand work engagement. For instance, Conservation of Resources Theory (Xanthopoulou et al., 2009), job crafting (Bakker, 2010), Self-Determination Theory (Van Den Broeck et al., 2008), Broaden-and Build Theory (Ouweneel et al., 2011), Social Cognitive Theory (Salanova et al., 2011), and theoretical notions such as emotional contagion (Bakker et al., 2007).

The affective shift model of work engagement is grounded in the broader self-regulation framework known as the Personality Systems Interaction (PSI) theory (Kuhl, 2000). This model explains affective shifts through two interconnected mechanisms: the enhancement of positive emotions and the reduction of negative ones. In this view, an affective shift occurs as positive affect is simultaneously strengthened while negative affect is diminished (Bledow et al., 2011, pp. 1246–1257). Engaging in an activity and initiating action are made possible by upregulating positive affect (Kazén et al., 2008, pp. 693–715). A person who experiences down-regulation of adverse effects also experiences a shift in their information-processing style from one that is limited and sensitive to discrepancies to one that is global and enables access to vast networks of information about their surroundings and themselves. This theory posits that work engagement is most pronounced when positive effects are upregulated and adverse effects are downregulated. Because the activation of the information-processing mode linked to work engagement relies primarily on the down-regulation of negative affect, experiencing positive affect in the absence of prior negative affect is likely to correspond with lower levels of work engagement (Kuhl, 2001). More precisely, the affective shift model postulates that if positive effects follow an adverse effect, work engagement will be positively correlated. This model was successfully tested using experience sampling techniques (Bledow et al., 2011, pp. 1246–1257).

1.2.2. Antecedents of Work Engagement

Work engagement has a variety of antecedents, including organizational, job, and personal factors.

Job Resources: Bakker and Demerouti (2008) define job resources as organizational, social, or physical aspects of a job that can (a) reduce job demands and related physiological and psychological costs, (b) support the attainment of work goals, or (c) promote personal development, learning, and growth. Schaufeli (2015) considered four types of resources: social resources (e.g., coworker support), job resources (e.g., task variety), organizational resources (e.g., organizational justice), and developmental resources (e.g., career perspective). Job resources such as social support from coworkers and managers, performance reviews, diverse skills, autonomy, and learning opportunities have consistently been shown in prior research to be positively associated with work engagement (Bakker & Demerouti, 2007, pp. 309–328; Schaufeli & Salanova, 2007). For example, Schaufeli and Bakker (2004) For example, Schaufeli and Bakker (2004) found evidence of a positive link between work engagement—measured by vigor, dedication, and absorption—in four different Dutch employee samples and three job resources, which included performance feedback, social support, and supervisory coaching. Furthermore, job resources are thought to influence employee motivation significantly, either intrinsically by fostering growth, learning, and development, or extrinsically by supporting employees in reaching their work objectives (Bakker & Demerouti, 2008, pp. 209–223). For example, constructive feedback facilitates learning, which in turn enhances job competence. Moreover, having autonomy in decision-making and receiving social support satisfy employees' needs for independence and a sense of belonging. Job characteristics theory also acknowledges the intrinsic motivation provided by job resources (Hackman & Oldham, 1980). On the other hand, having a supportive team and receiving constructive performance feedback can significantly increase the likelihood of achieving work goals. Whether by meeting basic needs or achieving work objectives, the result is positive and is likely to lead to increased engagement (Schaufeli & Bakker, 2004, pp. 293–315; Schaufeli & Salanova, 2007). A lack of job resources decreases work engagement (Schaufeli & Bakker, 2004) and increases burnout, which is associated with greater negativity and poorer well-being (Hakanen et al., 2006, pp. 495–513).

Personal resources are self-assessments connected with resilience and refer to individuals' conviction in their ability to effectively regulate and influence their circumstances (Hobfoll et al., 2003). Three personal resources—optimism, organizational self-esteem, and self-efficacy—along with work engagement were studied by Xanthopoulou et al. (2007, pp. 121–141). The results showed that highly self-efficacious engaged employees believe they can manage demands across different situations. Additionally, these employees usually have a positive outlook on life and trust they can meet their needs by contributing within the organization, a concept referred to as "organizational-based self-esteem." Moreover, Bakker et al. (2006) found that female school principals with the most personal resources showed the highest work engagement. Specifically, qualities such as resilience, self-efficacy, and optimism were associated with increased engagement and accounted for some of the variance in engagement scores. Resilience, in particular, serves as a personal resource that promotes work engagement, suggesting that motivated employees are better able to adapt to changing circumstances.

According to the Job Demands–Resources (JD-R) Model, job demands refer to aspects of a job that require sustained physical, psychological, or emotional effort. Employees' personal and professional resources become more apparent and serve as powerful motivators when they face high job demands, such as heavy workloads, performance pressure, or emotionally demanding client interactions. These situations are prime examples of "active jobs," where workers are motivated to further their careers (Schaufeli, 2012). Emotional demands and challenge stressors are negative psychological states that positively impact work engagement (Jiang et al., 2020, pp. 547–570; Martinez et al., 2020, pp. 87–94). On the other hand, Borst et al. (2019, pp. 372–397) discovered no correlation between Dutch public servants' work engagement and job demand (perceived red tape). As a result, work engagement is more likely to occur when people confront considerable difficulties and have the professional and personal resources to overcome them (Bakker & Sanz-Vergel, 2013, pp. 397–409; Tadić et al., 2015, pp. 702–725).

However, high job demands without sufficient job resources to support employees in meeting those demands can harm work engagement. Organizations should strive to create a work environment that balances job demands with adequate job resources to foster

engagement, prevent burnout, and promote positive outcomes for employees and the organization (Schaufeli & Bakker, 2004).

Accordingly, many studies have found negative antecedents of work engagement. Schaufeli and Bakker (2004) demonstrated that burnout and work engagement are inversely related, indicating that as burnout rises, work engagement generally decreases. Burnout and work engagement represent two extremes in workplace well-being (Hakanen et al., 2006). Idike et al. (2020, pp. 300–306) found that employees who viewed supervision as harsh experienced decreased job performance engagement. Rahmi et al. (2021) found that high stress levels among employee can negatively affect their work engagement.

1.2.3. Consequences of Work Engagement

Work engagement leads to various outcomes that can be grouped into behavioral (such as job performance, turnover, and effort), attitudinal (such as organizational commitment and job satisfaction), and performance-related (such as in-role and extra-role performance). Research consistently demonstrates a positive correlation between work engagement and job performance (Albrecht et al., 2015, pp. 7–35; Bakker & Demerouti, 2008, pp. 209–223), with engaged employees demonstrating higher effectiveness (Rich et al., 2010, pp. 617–635). For instance, customers often perceive that engaged employees deliver higher-quality service. Compared with disengaged colleagues, engaged employees make fewer errors, are less prone to workplace accidents, employ more innovative methods, and receive higher evaluations from supervisors regarding their effectiveness and overall performance (Schaufeli, 2012). Bakker et al. (2004) also tend to view engaged employees more positively with respect to both in-role and extra-role behaviors, indicating their capability and willingness to go beyond expectations. Moreover, Salanova et al. (2005, pp. 1217–1227) emphasized that organizational resources and work engagement influence the service climate, which in turn impacts employee performance and customer loyalty. Engaged employees often excel because they regularly experience positive emotions such as joy, enthusiasm, and satisfaction. They also enjoy improved physical health, develop their career and personal resources, and motivate those around them to become more engaged (Bakker & Demerouti, 2008). Engaged employees feel more devoted to the

organization, are less likely to be absent, and have no intention of leaving, unlike those who are not engaged (Schaufeli, 2012). When an organization offers job resources, engaged employees often feel obligated to reciprocate, thereby strengthening their commitment to the company (Agyemang & Ofei, 2013, pp. 20–33). In this regard, Halbesleben (2010, pp. 102–117) demonstrated that commitment and engagement are positively correlated. With job resources available, employee engagement was negatively associated with intentions to leave (Schaufeli & Bakker, 2004). Empirically, work engagement has been found to reduce employees' turnover intentions in healthcare (Shuck & Reio, 2014). According to Albrecht and Andreetta (2011, pp. 228–237), motivated employees will experience affective commitment and be less likely to consider quitting the company. Yalabik et al. (2013) showed that job performance was positively associated with work engagement, whereas turnover intentions were negatively associated with it. A more recent longitudinal study conducted in Australia suggested that psychological strain and turnover intention were negatively associated with work engagement (Timms et al., 2015, pp. 83–103). Several studies have highlighted employee engagement as a critical component for boosting employee success, concluding a favorable association between engagement and employee performance (Aktar & Pangil, 2017, pp. 54–67; Richardson, 2010, pp. 1506–1507). According to Bakker et al. (2012), employees who exhibit high energy and dedication are more likely to accomplish their tasks adequately. Shantz et al. (2013, pp. 2608–2627) indicated that work engagement boosts task performance and organizational citizenship behaviors. Likewise, Alfes et al. (2013, pp. 330–351) found a strong positive link between employee engagement and both innovative work behavior and task performance. Additionally, Chughtai and Buckley (2011, pp. 684–704) observed that higher learning goal orientation, combined with greater engagement, contributed to better creative work behaviors and in-role performance.

1.3. WFC, FWC, 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, pp. 151–169). The outcomes of these conflicts are generally categorized into three groups: work-related, family-related, and those that span both domains. The present study primarily

focuses on work-related outcomes, with particular emphasis on work engagement. Prior research has shown that WFC and FWC are associated with various work-related consequences, including organizational commitment (Aryee et al., 2005, pp. 132–146), burnout (Peeters et al., 2005, pp. 43–61), and job satisfaction (Perrewé et al., 1999, pp. 318–326).

The fundamental idea of the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2014) is that, despite differences among work environments, their features can typically be categorized into job demands and job resources. Job demands, such as work-family conflict, can lead to stress, burnout, and health issues. On the other hand, a lack of resources—such as limited control over work or insufficient social support—can hinder the achievement of work goals, leading to frustration and feelings of failure. These conditions often result in withdrawal behaviors, negative job attitudes, and decreased job satisfaction and engagement. Previous studies have considered WFC as a job demand (Mauno et al., 2006, pp. 210–233; Opie & Henn, 2013). Wollard and Shuck (2011, pp. 429–446) found that a good work-life balance is positively linked to work engagement. Conversely, work-family conflict (WFC) can negatively affect work engagement.

Vigor is essential to work engagement and is marked by high energy, effort, persistence, and resilience (Schaufeli & Bakker, 2010). Therefore, it represents the opposite of emotional exhaustion (Schaufeli et al., 2006). Work-family enrichment may also increase work vigor. For example, employees tend to feel more energized or engaged at work when they believe their job benefits their work-family balance and enhances their family's well-being (Hakanen et al., 2011). If work-family enrichment correlates with increased vigor, it suggests that work-family conflict (WFC) could negatively affect it vigor. However, Cinamon et al. (2007, pp. 246–261) reported that, among female teachers, no significant relationship was observed between WFC and vigor. Dåderman and Basinska (2016, p. 7) found that WFC is negatively related to vigor. High WFC might decrease an individual's energy levels, making them less active at work. The stress and fatigue from managing conflicting demands may deplete employees' vitality, reducing their vigor. Accordingly, the first hypothesis is developed as follows.

Hypothesis 1: There is a negative relationship between WFC and vigor.

A high level of FWC is likely correlated with low vigor, according to Cinamon et al. (2007, pp. 249–261). Rachel and Yisrael (2009, pp. 59–70) reported a negative association between FWC and vigor among female teachers. Increased FWC conflict was related to reduced vigor. Moreover, Allen and Armstrong (2006, pp. 1204–1221) investigated the relationships between family interference with work, various health-related behaviors, and several physical health markers. Path analysis of a sample of 246 employees reveals that FWC is associated with reduced physical activity and increased consumption of high-fat meals. This study links FWC to lower vigor by demonstrating that stress from family obligations interfering with work can lead to physical health problems and reduced energy at work. FWC often translates to less time for sleep, 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. 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 increases 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.

Hypothesis 2: There is a negative relationship between FWC and vigor.

Dedication means deeply investing in one's work and feeling a sense of significance, passion, and pride. Drawing upon the JD-R Model (Bakker & 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 & Basinska, 2016, p. 7). Shin and Jeong (2021, p. 5822) demonstrate that WFC significantly increases employee depression, which in turn reduces work engagement, particularly vigor and dedication. Accordingly, the third hypothesis is developed as follows.

Hypothesis 3: There is a negative relationship between WFC and dedication.

When FWC is high, employees may feel guilty or concerned about family matters, which limits their capacity to commit fully to their job activities (Greenhaus & Beutell, 1985). This can undermine their sense of dedication. When family obligations conflict with work, people may struggle to maintain a high level of commitment and excitement in their professions. They may feel torn between family and professional duties, which can reduce their commitment to job tasks. The emotional strain of dealing with family problems can reduce their sense of accomplishment and significance in their profession. For instance, an employed mother with a newborn in a nursery may be concerned about her baby and frequently call the nursery to ensure everything is fine, reducing her attention to her work. In many East Asian and Middle Eastern cultures, the family is at the center of a person's life (Kagitcibasi, 2017). This strong family orientation can significantly impact an employee's dedication and focus at work, particularly when family concerns frequently occupy their thoughts, thereby reducing their ability to concentrate on work tasks.

Drawing upon the JD-R Model (Bakker & Demerouti, 2014), some may argue that FWC reduces employees' job dedication. FWC acts as a job demand that exhausts employees' limited resources, such as time, energy, and emotional strength. If organizational resources, such as flexible work options or supportive supervisors, are lacking, this added strain can significantly diminish employees' overall commitment and well-being. As a

result, people dealing with FWC might focus more on key job responsibilities than on optional tasks, leading to decreased commitment to work as they find it challenging to balance their professional and family obligations. Accordingly, the fourth hypothesis is developed as follows.

Hypothesis 4: There is a negative relationship between FWC and dedication.

Absorption refers to being completely involved and satisfied with one's work. High levels of WFC can lead to distractions and reduced concentration, making it challenging for employees to fully engage in their tasks. When work demands spill over into personal life, individuals often struggle to mentally detach from work-related concerns (Allen et al., 2000, pp. 278–308). 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 tiredness (Ilies et al., 2007, pp. 1368–1379), hindering individuals from fully engaging in their work. They might become less enthusiastic, less focused, and less in the zone, ultimately making it more challenging to engage thoroughly with their work. Constantly managing both work and home responsibilities can leave individuals feeling drained, making it challenging to remain fully engaged in their work. Sonnentag and Fritz (2015) claim that occupational stressors, especially workload, predict low psychological detachment, or the capacity to stop thinking about work-related activities when not at work. Employees with WFC lack this detachment. A lack of detachment predicts low work engagement because it disrupts absorption, creating distractions and preventing workers from focusing and remaining fully engaged in their work. Accordingly, the fifth hypothesis is developed as follows.

Hypothesis 5: There is a negative relationship between WFC and absorption.

Rothbard (2001, pp. 655–684) demonstrated that FWC reduces absorption by causing employees to become distracted and unable to concentrate on their work due to home obligations. Absorption requires sustained attention, and a high FWC introduces intrusive thoughts, worries, and mental task-switching between work and family demands. 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 resolved quickly, the interruption breaks their concentration, making it difficult to fully re-engage with the task. 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 problem-solving aspects of their work. Accordingly, the sixth hypothesis is developed as follows.

Hypothesis 6: There is a negative relationship between FWC and absorption.

1.4. Psychological Resilience

Employees sometimes face a range of issues and challenges at work. Some people become overwhelmed by regular difficulties, but others respond positively to the most challenging events. The concept of resilience is critical to understanding how employees overcome problems.

In the Algerian context, a limited number of empirical studies have highlighted the significance of psychological resilience. Said et al. (2024, pp. 72–81) measured primary school teachers' PR. Nesrat et al. (2025, pp. 677–687) found a significant relationship between university students' emotional intelligence and PR. Mansouri (2025, p. 55) 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, pp. 2846–2852) 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, it is argued how PR can buffer the impact of WFC and FWC on WE.

In the literature review, three main types of resilience are identified: personal resilience (Kossek & Perrigino, 2016), employee resilience (Senbeto & Hon, 2020, pp. 1119–1139), and organizational resilience (Lengnick-Hall et al., 2011, pp. 243–255). The focus of this study is on employee resilience.

1.4.1. Definition of Psychological Resilience

Workplace resilience is based on positive psychology principles, emphasizing the strengths and positive traits inherent in human nature (Luthans, 2002, pp. 695–706; Seligman & Csikszentmihalyi, 2000, pp. 5–14). Resilience is a dynamic process in which individuals effectively adapt and sustain positive functioning even in the face of substantial challenges (Luthar et al., 2000, pp. 543–562). The definition of resilience is based on two fundamental concepts: “positive adaptation " and “significant adversity.”

It is crucial first to define what constitutes significant adversity in the workplace. Adversity can take the shape of a single traumatic event at work, such as workplace violence. Adversity may also take the form of prolonged exposure to severe stressors, including sexual harassment or abusive supervision, as well as physical challenges such as extreme heat, cold, or overcrowded conditions (Britt et al., 2016, pp. 378–404). Many conventional work stressors studied by organizational psychologists, such as job ambiguity, work overload, and organizational constraints, do not always signal significant adversity, especially when they are not experienced intensely or for extended periods (Britt et al., 2016). According to Fisher et al. (2019, pp. 583–620), workplace adversity can take the form of isolated, high-intensity situations (e.g., crises) or lower-intensity but high-frequency or high-duration conditions (e.g., Job stress).

Positive adaptation is the second defining component of resilience. It refers to the ability of individuals to adjust and cope effectively with challenges or stressors, leading to beneficial outcomes despite adversity. In the workplace, this might involve maintaining or improving performance, well-being, or work-life balance in response to stressors or demands (Britt et al., 2016). Adversity could be considered an antecedent to resilience, with positive adaptation as the outcome (Wut et al., 2022).

1.4.2. Conceptualization of Psychological Resilience

Resilience has been widely examined across multiple disciplines, such as organizational psychology and management, with research addressing both individual and organizational levels. This study, however, focuses on resilience at the individual level, where it is commonly understood in three ways: as a trait, a capacity, or a process (Kossek & Perrigino, 2016). First, the trait perspective views resilience as a specific, consistent human characteristic or set of personal qualities (Hartmann et al., 2020). According to Shin et al. (2012, pp. 727–748), employees with strong psychological resilience tend to experience more positive emotions than those with less resilience. These positive emotions enable them to view change processes and outcomes with greater optimism, leading to a more favorable response to organizational change. Research on trait-based resilience has emerged from at least three conceptual approaches regarding traits linked to resilience: (a) single-trait models, which define resilience as a distinct individual characteristic; (b) composite-trait models, which consider resilience as the combination of several traits; and (c) broad frameworks such as the Five-Factor Model (FFM) (Britt et al., 2016). Moreover, some researchers describe resilience as a specific trait, typically reflected in an individual's self-perceived capacity to recover or "bounce back" following stress or adversity (Britt et al., 2016). Resilience, when considered a component of psychological capital (PsyCap), is among the most recognized applications of this approach. PsyCap refers to an individual's positive psychological state of development, encompassing optimism, self-efficacy, hope, and resilience. Within this framework, resilience is understood as the capacity to adapt effectively in the face of significant risk or adversity (Luthans et al., 2007a, pp. 541–572). Psychological Capital is described as "state-like," indicating that PsyCap refers to psychological qualities (such as hope, efficacy, resilience, and optimism) that can change and develop over time. Unlike "trait-like" characteristics, which are more stable and inherent to someone's personality (e.g., introversion or extroversion), "state-like" qualities can be influenced by external factors and interventions. This means PsyCap can be improved or strengthened through deliberate actions, such as training, coaching, or supportive management practices. It is not a fixed

characteristic but one that can be nurtured, making it a helpful focus for leadership or organizational development (Britt et al., 2016).

Resilience is seen also as a cluster of personality traits. According to Sinclair et al. (2013, pp. 21–46), resilience is conceptualized as a group of multiple traits, with hardiness as the most well-known example. Hardiness is a personality trait with a cognitive focus, consisting of three components—commitment, control, and challenge—that influence how individuals interpret and respond to life events (Kobasa, 1982). Empirical studies highlight the significance of hardiness in managing stress, demonstrating its unique contribution beyond the traits of the Five-Factor Model (Eschleman et al., 2010). Moreover, like PsyCap, hardiness is adaptable and can be enhanced through interventions like strong leadership (Bartone, 2006) or targeted training programs (Maddi, 2007, pp. 61–70).

The five-factor model approach to resilience suggests that each Five-factor model (FFM) personality trait (like openness, conscientiousness, etc.) is linked to various resilience measures. Grossman (2014) reported that, collectively, these traits account for nearly all the variability observed in self-reported resilience. In other words, when the traits of the Five-Factor Model (FFM) are taken into account, self-reported resilience adds little predictive value for health- and well-being-related outcomes, such as overall happiness. This evidence suggests that personality traits are potent predictors of resilience, and self-reported resilience might overlap with commonly measured personality traits, offering limited additional insight.

Second, according to the capacity perspective**,** Block and Block (1980, p. 39) define resilience as a person's capacity to adjust their level of ego-control—either increasing or decreasing it—depending on environmental demands, thereby maintaining or improving overall balance and stability within the system. Unlike a state-like view of resilience, which is stable over time, resilience as a capacity is seen as malleable in the long term (Hartmann et al., 2020) and can be developed through training (Luthans, 2002).

Finally, the process perspective sees resilience as an evolving process that develops in response to various circumstances and is shown through positive adaptation (Hartmann et al., 2020). In other words, resilience is understood as the ongoing process through which

a person adapts to environmental risks. Constitutional and environmental factors can serve as vulnerability, protective, or risk variables that influence behavior either directly or indirectly. Development occurs through a hierarchical integration of behavioral systems, in which early patterns are incorporated into more complex structures over time. 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, pp. 517–528).

1.4.3. Antecedents of Psychological Resilience in the Workplace

Psychological resilience, the ability to adapt and thrive in the face of adversity, has emerged as a critical factor in workplace success and overall well-being (Rees et al., 2015, p. 6). Understanding the antecedents, or precursors, of workplace resilience is crucial for developing targeted interventions to support employees.

Studies have identified several factors that promote psychological resilience among individuals in the workplace level, which can be grouped into five main categories: (a) personality traits and cultural value orientations, (b) personal resources, (c) individual attitudes and mindsets, (d) emotions, and (e) work-related resources (Hartmann et al., 2020).

Personality Traits and Cultural Value Orientations: Personality traits as an antecedent of resilience involve classifying employees as resilient (Fletcher & Sarkar, 2013, pp. 12–23) without considering the influence of external factors (Leipold & Greve, 2009). Through an empirical study, Förster and Duchek (2017) found that specific personality traits are positively associated with resilience. For instance, Wei and Taormina (2014) and Lyons et al. (2015) found a link between conscientiousness as a personality trait and both general and career resilience. They concluded that this was because conscientious people are more productive and organized, making them better equipped to handle difficulties. In addition, these studies revealed positive associations between both professional and general workplace resilience and factors such as future orientation (Wei & Taormina, 2014), openness to experience, and emotional stability (Lyons et al., 2015, pp. 363–383).

Welbourne et al. (2015, pp. 205–217) found that cultural value orientations influence how workplace incivility affects job satisfaction and burnout, with ethnicity serving as a moderating factor. Their results suggested that employees who held horizontal collectivist values emphasizing sociability (Triandis & Gelfand, 1998) tended to show greater resilience in the face of workplace incivility.

Personal Resources: According to scholars, individual resources such as job-related expertise (Cameron & Brownie, 2010, pp. 66–71) and practical work management (Jensen et al., 2008) contribute favorably to resilience. Self-efficacy (Guo et al., 2016; Lyons et al., 2015, pp. 363–383) and business confidence (Yang & Danes, 2015) are two attributes that enhance resilience by enabling individuals to approach problems with greater determination and motivation. In addition, feeling in control of one's circumstances—predominantly when guided by an internal locus of control (Stevenson et al., 2011, p. 10)—has been shown to enhance resilience, whereas relying on an external locus of control tends to weaken it (Lyons et al., 2015, pp. 363–383). Self-reflection and communication are reflective abilities connected to resilience (Kinman & Grant, 2011). Work-life balance, accomplished through setting boundaries and engaging in restorative activities, promotes resilience by replenishing resources (Jensen et al., 2008, p. 9). Likewise, social skills, particularly emotional intelligence, have been identified as important contributors to resilience (Förster & Duchek, 2017).

Personal Attitudes and Mindsets: There is growing evidence that employees who find meaning and purpose in their work (Cameron & Brownie, 2010; Stevenson et al., 2011) and who stay true to their professional mission (Zunz, 1998) are more resilient when faced with challenges. This is because meaning can provide direction in an uncertain environment. Furthermore, a strong sense of purpose and spirituality has been shown to enhance employees' resilience, particularly in caring professions (Ablett & Jones, 2007). Moreover, Lyons et al. (2015) found that self-directed individuals tend to have higher professional resilience. In contrast, those who are values-driven, maintain a boundaryless mindset, or prefer organizational mobility may experience decreased career stability resilience. For instance, Corner et al. (2017) studied how business owners who considered themselves to have failed managed to stay resilient. They found that these individuals'

sense of purpose helped them maintain emotional and psychological stability while ensuring their other duties and responsibilities were not significantly disrupted. In other words, having a clear sense of purpose helps individuals recover more effectively and sustain their functioning despite perceived setbacks.

Personal Emotions: Drawing on the broaden-and-build theory (Fredrickson, 2001), which suggests that positive emotions broaden individuals' immediate thought-action repertoire and improve emotional well-being, many researchers have explored how emotions affect resilience. During organizational crises, employees' resilience was found to be influenced by their emotional state: positive emotions contributed to greater resilience, whereas negative emotions diminished it (Sommer et al., 2016). Furthermore, Cameron and Brownie (2010) emphasized that resilience was cultivated by utilizing humor to retain an optimistic mindset. Likewise, Green et al. (2011) found that an employee's career resilience was inversely correlated with their partner's negative emotional displays, thereby adding to the empirical evidence.

Work Resources: According to scholars, employees' resilience is strengthened by workplace resources, including social support and performance feedback. This view is consistent with the Conservation of Resources theory (Hobfoll, 1989), which conceptualizes resilience as a personal resource shaped by social support. However, few studies explicitly reference this theory. Studies indicate that having support from supervisors and colleagues, along with sharing work responsibilities, can reduce stress and foster greater resilience among employees (Förster & Duchek, 2017; Kuntz et al., 2017). Leadership styles also affect resilience, with transformational leadership fostering positive emotions and resilience in employees (Harland et al., 2005). Furthermore, organizational factors such as a positive social context, learning culture, and knowledge sharing positively enhance employees' resilience (Malik & Garg, 2020).

1.4.4. Consequences of Psychological Resilience

Hartmann et al. (2020, pp. 913–959) classified the consequences of psychological resilience among employees into four categories: (a) performance, (b) mental and physical health, (c) work-related attitudes, and (d) change-related attitudes.

a) **Performance**: Previous research has demonstrated a positive correlation between resilience and job performance, as evaluated by both employees and their supervisors (Luthans et al., 2007a). Wei and Taormina (2014) found that resilience is positively associated with employees' judgments of their job success. Additionally, resilient individuals were more likely to exhibit organizational civic behavior (Jung & Yoon, 2015).

b) **Mental and physical health**: Kinman and Grant (2011) found that employees who have higher resilience tend to experience better mental health. In a similar vein, Cooke et al. (2013) reported that employees with greater resilience exhibited fewer signs of emotional exhaustion and burnout. Four of the eight elements of Mclarnon and Rothstein's (2013) workplace resilience scale were negatively correlated with depressive symptoms. Parker et al. (2015) suggested that resilience enhances employees' coping abilities, especially for those who have greater control over their work—a condition that resilient individuals tend to favor.

c) **Work-related attitudes**: Numerous studies found that resilience and employee satisfaction correlate positively with a positive attitude at work. For instance, Youssef and Luthans (2007) reported that employees with higher resilience also tended to experience greater work-related happiness. Shoss and Jiang (2016) found that resilience helps reduce cynicism in the workplace. Additionally, Mache et al. (2013) found a positive correlation between resilience and work engagement, whereas Larson and Luthans (2006) identified a strong connection between resilience and organizational commitment.

d) **Change-related attitudes:** According to Wanberg and Banas (2000), employees' openness to organizational change and resilience are positively correlated. Shin et al. (2012) found that resilience is positively associated with employees' normative and affective commitment to change, primarily by fostering positive attitudes and emotions. Supporting this finding, Malik and Garg (2017) reported a similar positive link between affective commitment to change and resilience. Additionally, Kidd and Green (2006) and Carless and

Bernath (2007) observed that career resilience reduced the likelihood of biomedical research scientists leaving the field and that psychologists with higher career resilience were less inclined to switch occupations. Finally, scholars found that resilience supports an individual's goal of starting a business (Bullough et al., 2014).

1.4.5. Moderating Role of Psychological Resilience

Resilience, defined as the capacity to adapt and recover from adversity (Luthans et al., 2007a), enables individuals to manage the adverse impacts of stressors such as work-family conflict (WFC) and family-work conflict (FWC). Employees with higher resilience are better equipped to manage or buffer the fatigue and stress caused by these conflicts, enabling them to maintain their energy despite such pressures. Previous research has shown that resilient employees tend to possess positive traits, such as optimism and energy (Block & Kremen, 1996), as well as curiosity and a willingness to explore 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. This suggests that resilience may enable individuals to handle the combined demands of work and family more effectively and 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—high resilience may also mitigate the vigor-depleting effects of WFC and FWC (Schaufeli & Bakker, 2010). Resilient employees may see work-family issues as manageable difficulties rather than impassable challenges (Fredrickson, 2001). Dåderman and Basinska (2016) found that employees with high resilience may be less affected by WFC's detrimental impact on vigor. This is consistent with COR 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 & 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. Accordingly, the seventh and eighth hypotheses are developed as follows.

Hypothesis 7: The negative relationship between WFC and vigor will be weaker for those with high psychological resilience.

Hypothesis 8: The negative relationship between FWC and vigor will be weaker for those with high psychological resilience.

According to the JD-R Model (Bakker & Demerouti, 2014), resilience helps employees cope with the stress and demands arising from WFC and FWC, thereby mitigating the adverse effects on dedication. When facing such conflicts, resilient individuals are more likely to perceive these challenges as manageable rather than overwhelming, enabling them to maintain their enthusiasm and sense of purpose at work. Highly resilient individuals may utilize proactive coping strategies to manage WFC effectively, preserving their dedication to work. Research has shown that resilience can mitigate the depressive impact of WFC, which may indirectly help employees remain dedicated to their roles (Shin & Jeong, 2021). This buffering effect suggests that the negative impact of WFC on dedication will be weaker among resilient individuals. Resilient employees may be better able to separate personal matters from work-related ones, allowing them to focus on their work commitments. For example, resilient employees may 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 psychological resilience can mitigate the adverse effects of FWC on dedication, enabling individuals to maintain their enthusiasm and commitment at work. Accordingly, the ninth and tenth hypotheses are developed as follows.

Hypothesis 9: *The negative relationship between WFC and dedication will be weaker for those with high psychological resilience.*

Hypothesis 10: The negative relationship between FWC and dedication will be weaker for those with high psychological resilience

One aspect of work engagement is absorption, which involves being fully absorbed and intensely focused on duties, often to the point of "losing track of time" (Bakker & Demerouti, 2014). However, employees' capacity to remain focused and fully engaged in their work may be compromised by high levels of WFC, such as when work responsibilities interfere with personal or family time. WFC creates stress and distractions that make it hard to focus on work and psychologically separate from family issues, which frequently leads to cognitive exhaustion and decreased absorption (Ilies et al., 2007, pp. 1368–1379). However, psychological resilience can help moderate this association by providing individuals with coping strategies that enable them to manage stress and stay focused in the face of WFC. Individuals with high resilience are better able to compartmentalize stress, establish boundaries, and engage in stress-relief activities, enabling them to remain focused on work even when family-related issues arise. This aligns with Allen et al. (2000), who found that resilient employees are more effective at mentally detaching from work-related stressors. This skill can be applied to efficiently manage WFC. As a result, for individuals with high resilience, the detrimental effects of WFC on absorption are less severe because their resilience helps them 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 reduce this harmful impact by improving people's ability to manage stress and recover quickly from disruptions, which is critical for restoring attention and absorption. Resilient people are often better able to handle family stress without affecting their work. 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, pp. 72–103) 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 more

minor for those with high psychological resilience because resilience helps them refocus on tasks despite family-related distractions. Accordingly, the eleventh and the twelfth hypotheses are developed as follows.

Hypothesis 11: The negative relationship between WFC and absorption will be weaker for those with high psychological resilience.

Hypothesis 12: The negative relationship between FWC and absorption will be weaker for those with high psychological resilience.

Figure 1 illustrates the theoretical model, which is designed in accordance with the hypotheses.

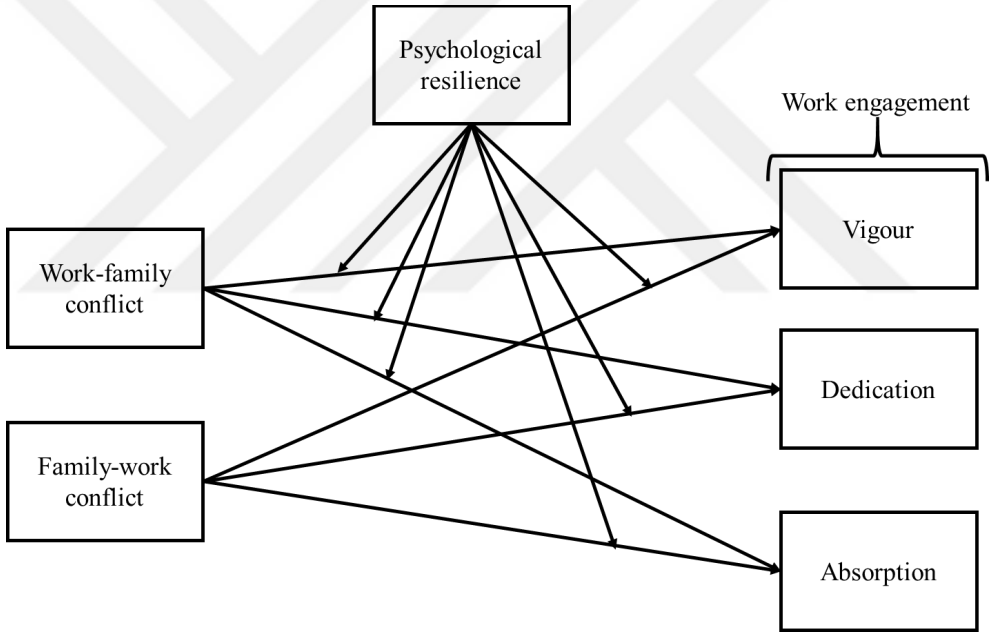

Figure 1. Theoretical Model

SECOND CHAPTER

METHOD

esearch Design and Participants

This study utilized a cross-sectional design. Participants were determined through convenience and snowball sampling techniques. The population comprised 1420 employees. This information was obtained 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 completed a bachelor's degree, 255 (65.6%) had earned a master's degree, 22 (5.7%) had a doctoral degree. Their ages varied from 21 to 66 years. (M = 36.20, SD = 9.11). Table 1 summarizes the demographics of participants.

Table 1. Demographic Characteristics of Participants

Characteristic	Category	n	%
Gender	Male	233	59.9
	Female	156	40.1
Marital Status	Single	161	41.4
	Married	228	58.6
Education Level	Secondary School	1	0.3
	High School	21	5.4
	Bachelor's Degree	90	23.1
	Master's Degree	255	65.6
	Doctoral Degree	22	5.7

Age (years)	Range	21–66
	Mean (SD)	36.20 (9.11)

2.2. Data Collection Process

The data were gathered using a questionnaire. The questionnaire was designed in English and French. Each is presented in Appendix 1. The questionnaire form comprised four sections. Participants provided consent by completing the informed consent form in the first section. The second section provided instructions for completing the form. This is followed by a demographic information section, in which participants' age, gender, marital status, and educational level were requested. The following section includes the scale items. To meet ethical standards, the questionnaire form was submitted to and approved by Istanbul Ticaret University's Research Ethics Committee on August 1, 2024. Approval was officially numbered E-65836846-044-325633. Ethical approval is presented in Appendix 2.

After obtaining ethical approval, companies operating in Algeria's financial and technology sectors were approached to participate in the study. Initial contact was established through the companies' Human Resources (HR) 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.

2.3. Data Collection Instruments

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).

2.3.1. WFC and FWC Scale

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

3.3.2. Work Engagement Scale

Schaufeli et al.'s (2006) 9-item, three-dimensional scale was utilized to assess participants' work engagement. 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., 4, 5, and 7) measured dedication, and the third dimension (i.e., 6, 8, and 9) measured absorption.

2.3.2. Psychological Resilience Scale

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

2.4. Validity and Reliability Tests

First, Cronbach's α coefficients were calculated to test the reliability of the scales. The results are presented in Table 3.

During reliability testing of the psychological resilience scale, the initial score—calculated using six items—was 0.57. The first item was inconsistent with the others, which contributed to the low α score. To solve this issue, the first item was removed, and α was calculated for the remaining five items (i.e., items 2–6). This time, α was 0.75 as presented in Table 3.

In the reliability test of the absorption scale, the initial score (i.e., when three items were included in the analysis) was 0.66. The first item (i.e., the sixth item of the work engagement scale) was inconsistent with the others, which contributed to the low α score. To solve this issue, the first item was removed, and α was measured for the remaining two

items (i.e., the eighth and ninth items of the work engagement scale). This time, α was 0.81 as presented in Table 3.

Because α scores in Table 3 are greater than 0.70, it is possible to say that the scales in their latest forms were reliable enough. Additionally, a measurement model shown in Figure 2 was used to assess the validity of the scales. Table 2 presents the factor loadings of each item. Results showed that the measurement model fits the data well (χ^2 = 483.03, d.f. = 213, p = 0.000, χ2/d.f. = 2.26, GFI = 0.90, IFI = 0.93, TLI = 0.92, CFI = 0.93, RMSEA = 0.05). Hence, the scales were sufficiently valid. Additionally, to assess potential common method variance, Harman's single-factor test was conducted. After adding all items into factor analysis, the results indicated that the first emerging factor accounted for only 25.24% of the total variance. Because this value is well below the conventional 50% threshold, common method bias is not a significant concern for this study (Hair et al., 2010).

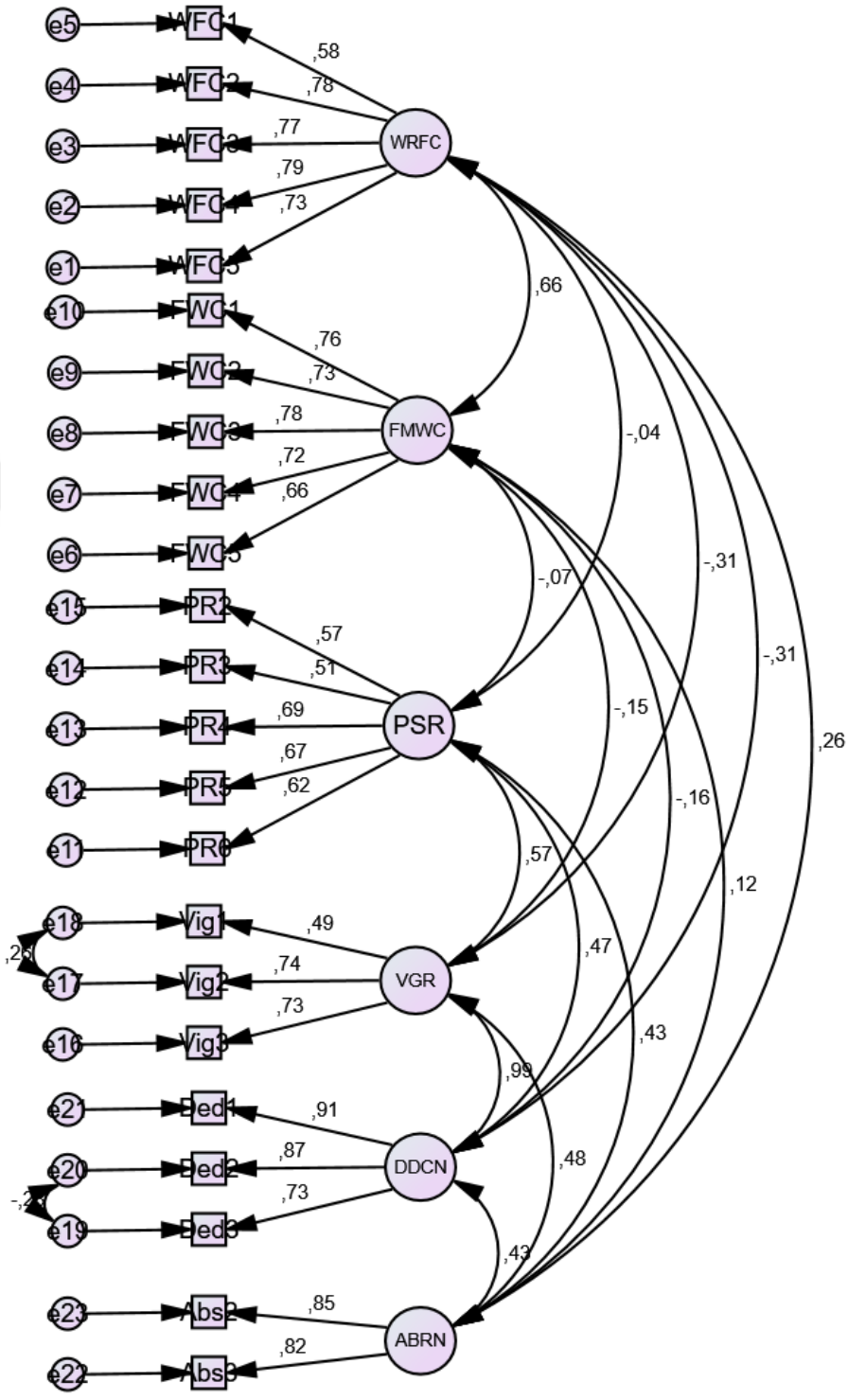

Figure 2. Measurement Model

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

Table 2. Factor Loadings of Items

Latent Construct	Item	Standardized Factor Loading
Work-Family Conflict (WRFC)	WFC5	0.735
	WFC4	0.788
	WFC3	0.769
	WFC2	0.777
	WFC1	0.583
Family-Work Conflict (FMWC)	FWC5	0.656
	FWC4	0.719
	FWC3	0.784
	FWC2	0.726
	FWC1	0.764
Psychological Resilience (PSR)	PR6	0.625
	PR5	0.67
	PR4	0.691
	PR3	0.508
	PR2	0.572
Vigor (VGR)	VIG3	0.735
	VIG2	0.736
	VIG1	0.49
Dedication (DDCN)	DED3	0.732
	DED2	0.865
	DED1	0.905
Absorption (ABRN)	ABS3	0.815
	ABS2	0.849

2.5. Data Analysis Procedure

Cronbach's α scores were calculated on IBM SPSS Version 24. The measurement model test was performed on IBM SPSS AMOS Version 24. Correlation and regression tests were performed on IBM SPSS Version 24.

To test the moderating role of psychological resilience, hierarchical multiple regression analysis was utilized. Before generating the interaction terms, the independent variables (Work-Family Conflict and Family-Work Conflict) and the moderating variable (Psychological Resilience) were mean-centered following the procedure recommended by Aiken and West (1991).

THIRD CHAPTER

FINDINGS

The relationship between variables was analyzed using correlation coefficients. The results are presented in Table 3.

Table 2. Descriptives and Correlations

	M	*SD*	α	WFC	FWC	PR	Vigor	Ded.	Abs.
WFC	3.75	1.21	0.85	1					
FWC	2.75	1.14	0.85	0.56**	1				
PR	5.40	0.85	0.75	0,00	-0.00	1			
Vigor	5.00	1.13	0.72	-0.23**	-0.10*	0.41**	1		
Ded	5.46	1.21	0.85	-0.28**	-0.16**	0.39**	0.75**	1	
Abs	4.93	1.24	0.81	-0.21**	0.09	0.35**	0.41**	0.38**	1

*$p < 0.05$, **$p < 0.01$
Note: WFC: Work-Family Conflict, FWC: Family-Work Conflict, PR: Psychological Resilience, Ded: Dedication, Abs: Absorption

Table 3 presents the descriptive statistics and correlations among the study variables. To test the proposed hypotheses, hierarchical regression analyses were subsequently conducted. The results are presented in Table 4.

Table 3. Hypotheses Test Results

Models	**Model 1**			**Model 2**			**Model 3**		
DVs	**Vigor**			**Dedication**			**Absorption**		
IVs	***β***	***F***	**R^2**	***β***	***F***	**R^2**	***β***	***F***	**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 4, analyses were performed across three models, each with a different dependent variable (i.e., vigor, dedication, and absorption, in sequence). The results

support Hypothesis 1, showing a significant negative relationship between WFC and vigor (β = -0.23, $p < 0.001$); however, Hypothesis 2 is not supported because there was no significant relationship between FWC and vigor (β = 0.06, $p > 0.05$). Hypothesis 3 is supported because there was a significant and negative relationship between WFC and dedication (β = -0.26, $p < 0.001$); however, Hypothesis 4 is not supported due to a lack of a significant relationship between FWC and dedication (β = 0.01, $p > 0.05$). Hypothesis 5 is supported, because there was a significant and negative relationship between WFC and absorption (β = -0.24, $p < 0.001$); however, Hypothesis 6 is not supported either due to a lack of a significant relationship between FWC and absorption.

To test the moderation hypotheses (i.e., hypotheses 7-12), Aiken and West's (1991) technique was employed. Accordingly, the moderator variable (i.e., psychological resilience) and the independent variables (i.e., WFC and FWC) were first centered. In this manner, z-scores were generated for each. Secondly, interaction terms were produced by multiplying centered WFC and psychological resilience scores (i.e., WFCxPR) and by multiplying FWC and psychological resilience scores (i.e., FWCxPR). Then, they were entered into analysis together as independent variables. An interaction term must have a significant impact on the dependent variable to talk about a significant moderating effect. Accordingly, Hypotheses 7 and 8 are not supported because the interaction terms do not have a significant impact on vigor. Hypotheses 9 and 10 are supported because the interaction terms WFCxPR (β = 0.17, $p < 0.01$) and FWCxPR (β = 0.16, $p < 0.05$) had significant and positive impacts on dedication. The manner in which these interactions occurred is illustrated in Figures 3 and 4. In Figure 3, as work-family conflict increases, dedication decreases, regardless of whether psychological resilience is high or low. However, the decrease in dedication is smaller when psychological resilience is high. This suggests that psychological resilience buffers the relationship between work-family conflict and dedication. In other words, for those who were more psychologically resilient, the relationship between work-family conflict and dedication was weaker. Hence, Hypothesis 9 is supported.

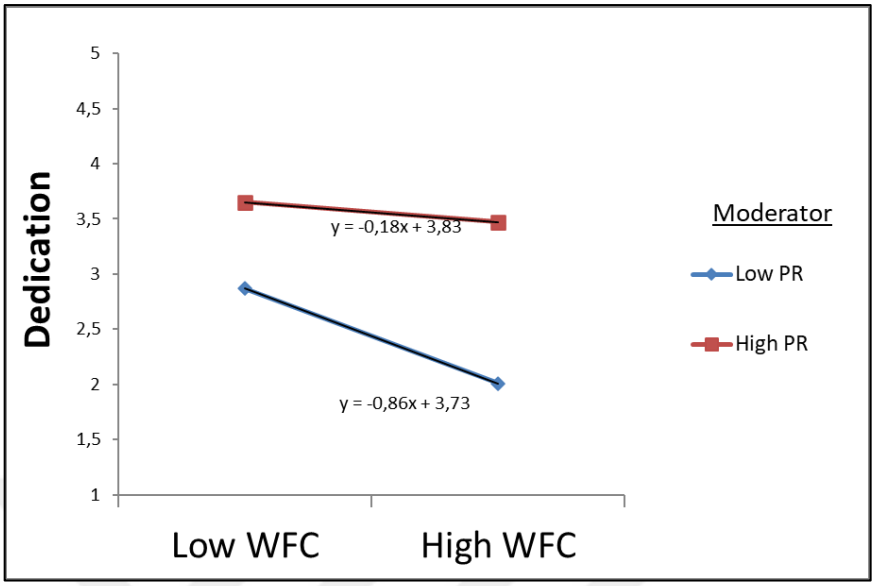

Figure 3. Moderation 1

In Figure 4, as family-work conflict increases, dedication decreases when psychological resilience is low. However, in the opposite case, the level of dedication increases. This suggests that psychological resilience buffers the relationship between family-work conflict and dedication. In other words, for those who were more psychologically resilient, family-work conflict had no adverse impact. Hence, Hypothesis 10 is supported.

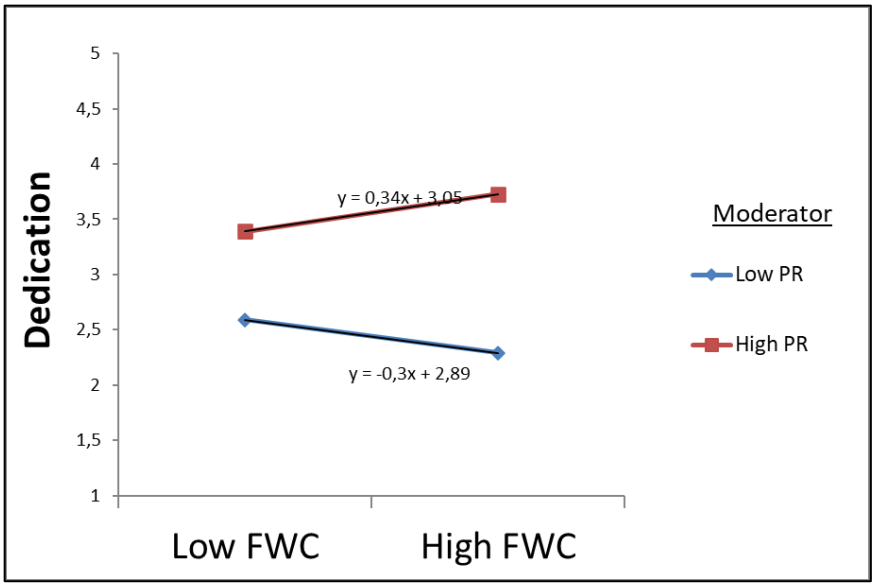

Figure 4. Moderation 2

Hypothesis 11 is also supported, as the interaction term WFCxPR ($\beta = 0.15$, $p < 0.05$) had a significant positive effect 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 work-family conflict increases, absorption decreases, regardless of whether psychological resilience is high or low. However, the decrease in absorption is smaller when psychological resilience is high. This suggests that psychological resilience buffers the relationship between work-family conflict and absorption. In other words, for those who were more psychologically resilient, the relationship between work-family conflict and absorption was weaker. Hence, Hypothesis 11 is supported.

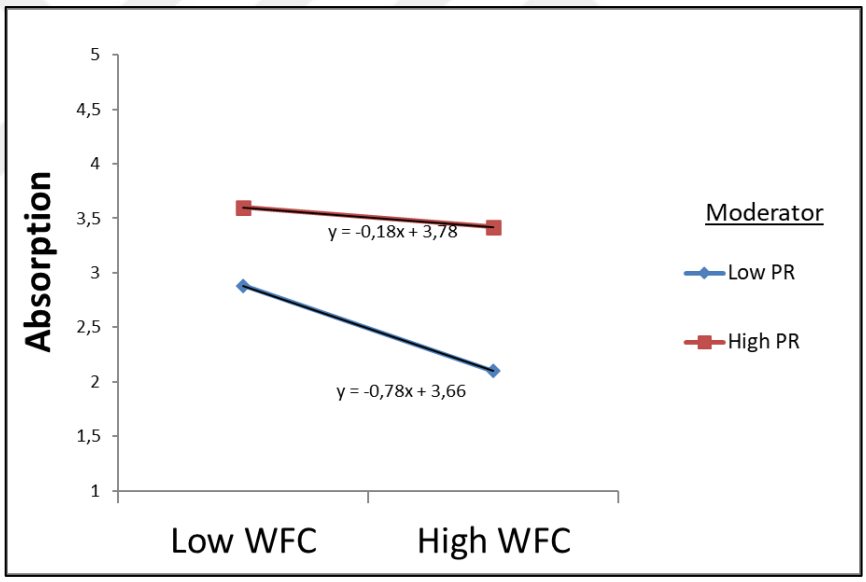

Figure 5. Moderation 3

The list of hypotheses, along with those supported and those not, is summarized in Table 5.

Table 4. List of Hypotheses

H1: There is a negative relationship between WFC and vigor.	**S**
H2: There is a negative relationship between FWC and vigor.	NS
H3: There is a negative relationship between WFC and dedication.	**S**
H4: There is a negative relationship between FWC and dedication.	NS
H5: There is a negative relationship between WFC and absorption.	**S**
H6: There is a negative relationship between FWC and absorption.	NS
H7: The relationship between WFC and vigor will be weaker for those with high psychological resilience.	NS
H8: The relationship between FWC and vigor will be weaker for those with high psychological resilience.	NS
H9: The relationship between WFC and dedication will be weaker for those with high psychological resilience.	**S**
H10: The relationship between FWC and dedication will be weaker for those with high psychological resilience	**S**
H11: The relationship between WFC and absorption will be weaker for those with high psychological resilience.	**S**
H12: The relationship between FWC and absorption will be weaker for those with high psychological resilience.	NS

Note: S: Supported, NS: Not supported

FOURTH CHAPTER
DISCUSSION

This study explored the relationships among WFC, FWC, work engagement, and psychological resilience in financial and technology firms in Algeria. These companies primarily operate in the service industry, particularly in banking and digital services, aiming to deliver high-quality offerings in the Algerian market. The results of this research have significant implications for both theoretical understanding and practical application.

Theoretically, this research makes a significant contribution by filling gaps in the existing literature. Previous studies have often examined work engagement as a single concept or focused solely on one component, typically vigor. Nonetheless, few studies have simultaneously examined the separate impacts of WFC and FWC on all three engagement dimensions—vigor, dedication, and absorption. Additionally, the moderating role of psychological resilience in these relationships remains underexplored. By addressing these elements, this study provides a more detailed and comprehensive understanding of how WFC and FWC influence various aspects of work engagement and highlights conditions where psychological resilience can mitigate these effects.

The negative association between work–family conflict and vigor suggests that employees who experience greater interference from work into family life have fewer psychological and physical resources available to invest in their work. These findings align with Dåderman and Basinska (2016), who also identified a negative link between WFC and vigor, but they contrast with Cinamon et al. (2007), who observed no significant association. 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 (*Joseph*, 1999). 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. Algerian employees often face the dual burden of professional responsibilities and traditional family expectations, reflecting the strong emphasis placed

on family obligations and interdependence within Arab societies (Nydell, 2012). WFC here is not just about time; it is also about the pressure to meet 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, 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. The broader economic context of Algeria may also help explain these findings. Algeria has experienced persistent economic challenges, including high unemployment, particularly among young people, dependence on hydrocarbon revenues, and increasing inflationary pressures, all of which have heightened concerns about job security and household financial stability (The World Bank, 2023). Under such conditions, stable employment represents not only a source of income but also a critical means of ensuring family well-being. Consequently, employees may remain highly committed to their work despite experiencing work–family conflict, as maintaining employment is essential to meeting family obligations and safeguarding economic security. This interpretation is consistent with the Conservation of Resources Theory (Hobfoll, 1989), which posits that individuals strive to protect valuable resources, including employment and financial stability, particularly when they perceive these resources to be under threat. Therefore, the relationships observed in this study should be interpreted not only within Algeria's collectivist cultural context but also in light of the country's broader socioeconomic environment.

The absence of a moderating effect suggests that other factors not studied here might influence how WFC affects vigor, underscoring the need for further research to identify additional personal or contextual variables that could moderate this relationship. 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). Actually, vigor is fundamentally a state of physical vitality and biological energy. When an employee is physically exhausted by working 12-hour days (WFC), their 'energetic battery' is physically depleted. Psychological resilience is a cognitive coping mechanism; it cannot replace actual physical rest or restore biochemical energy.

The absence of a significant relationship between family–work conflict (FWC) and vigor suggests that pressures originating from the family domain may not be sufficient to reduce employees' energy and vitality at work. This finding contrasts with previous studies (Cinamon et al., 2007; Cinamon & Rich, 2009; Malarvizhi & Vijayarani, 2025), indicating that the influence of family-related demands on work engagement may be context-dependent. One possible explanation is that Algerian employees maintain relatively strong boundaries between their family and work roles, consistent with Segmentation Theory (Ashforth et al., 2000). By psychologically separating these domains, employees may prevent family-related stress from carrying over into their professional lives. Furthermore, work may serve as a psychological refuge, providing a sense of achievement, control, and social recognition that compensates for difficulties experienced within the family domain. This interpretation is consistent with the compensation perspective (Edwards & Rothbard, 2000), which suggests that individuals may invest greater energy in work when family life becomes stressful. Another plausible explanation relates to Algeria's cultural context, where employees often perceive a strong professional obligation to ensure that family-related difficulties do not interfere with their work responsibilities. Consequently,

although family demands may create emotional strain, employees may consciously preserve their work-related energy to fulfill their professional role. The absence of a moderating effect of psychological resilience further suggests that resilience does not substantially alter this relationship. Since family–work conflict did not significantly diminish vigor, there was little adverse effect for resilience to buffer. It is also possible that organizational factors, such as supportive work environments or job characteristics, play a more influential role than individual resilience in maintaining employees' vigor when family demands arise. Future research should therefore examine additional personal and contextual resources that may explain how employees sustain their energy despite family–work conflict.

The negative influence of work–family conflict on dedication suggests that competing work and family demands reduce employees' sense of significance and enthusiasm toward their work. This is not surprising, as earlier research also yielded similar results (Chen et al., 2021; Shin & Jeong, 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 covered 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. Within the Algerian cultural context, resilience may also be linked to the Islamic concept of *Sabr* (patience and perseverance), which encourages individuals to endure hardship while maintaining commitment to their responsibilities (Ali, 2005).

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. An additional consideration when interpreting these findings is the potential influence of gender roles within the Algerian cultural context. Although gender differences were not examined in the present study, Traditional societal expectations often assign different family and work responsibilities to men and women, which may shape how work–family conflict is experienced across genders (Hofstede, 2001; Triandis, 2018). Consequently, the experience and consequences of work–family conflict may differ across genders. Women often assume a greater share of childcare and household responsibilities, which may intensify the effects of work demands on family life and, consequently, on work engagement. Conversely, men may experience stronger pressure to fulfill the role of primary financial provider, potentially influencing how they perceive and respond to work–family conflict. Future research should therefore examine whether gender moderates the relationships among work–family conflict, family–work conflict, psychological resilience, and work engagement in the Algerian context. Such investigations would provide a more nuanced understanding of how cultural gender roles shape employees' experiences of balancing work and family responsibilities.

The negative influence of FWC on dedication is contrary to what previous research addresses (Kui et al., 2016; Chen et al., 2021). One possible explanation is that in Algeria, the collectivist nature 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 associated with personal dignity (*nif*) and the responsibility to provide financially for one's family, reflecting broader social norms in Arab societies that emphasize honor, family responsibility, and social status (Ali, 2005;

Nydell, 2012). 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. Instead of family-draining work, the desire to support the family fuels dedication to work. Additionally, Mercure (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 may have grown up in 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).

The negative relationship between work–family conflict (WFC) and absorption suggests that employees who experience greater interference of work with family responsibilities find it more difficult to become fully immersed in their work. However, employees with greater psychological resilience can better maintain their absorption despite work–family pressures. Essentially, resilience acts as a protective factor, enabling employees to remain focused and engaged in their work despite work–family conflicts. These findings underscore psychological resilience as an important personal resource, aligning with Allen et al. (2000), who found that individuals with higher resilience are better able to

psychologically distance themselves from work-related stressors and remain engaged in their tasks.

However, few studies have examined this relationship in the Algerian context. 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. 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.

The absence of a significant relationship between family–work conflict (FWC) and absorption suggests that pressures originating from the family domain may not substantially impair employees' ability to concentrate on and become fully immersed in their work. This finding differs from some previous studies, indicating that the influence of family-related demands on work engagement may vary across cultural contexts. One possible explanation is that Algerian employees have developed effective coping mechanisms that enable them to separate family concerns from their professional

responsibilities. Consistent with Segmentation Theory (Ashforth et al., 2000), employees may establish clear psychological boundaries between their family and work roles, thereby preventing family-related stress from disrupting their attention and focus at work. Furthermore, the collectivist nature of Algerian society and the strong support provided by the extended family may reduce the practical consequences of family demands. Responsibilities such as childcare or caring for elderly relatives are often shared among family members, limiting the extent to which family pressures interfere with employees' cognitive engagement at work. It is also possible that what is commonly perceived as family–work conflict in individualistic societies represents a normal aspect of everyday family life in Algeria. Consequently, employees may have developed a higher tolerance for family-related interruptions, making them less likely to experience a decline in absorption. The absence of a moderating effect of psychological resilience further suggests that resilience is less critical when family demands do not substantially threaten employees' concentration. Since family–work conflict did not significantly reduce absorption, there was little adverse effect for resilience to buffer. This finding implies that organizational and cultural factors may play a more prominent role than individual resilience in preserving employees' cognitive engagement when family-related pressures arise. Future research should therefore examine other contextual and personal resources that may explain employees' ability to remain fully engaged despite family–work conflict.

This study provides valuable insights for both managers and employees, emphasizing ways to reduce the negative effects of work–family and family–work conflicts while boosting work engagement. It shows that WFC significantly harms employees’ vigor, dedication, and absorption. Therefore, organizations should focus on strategies like flexible hours, telecommuting, and family-friendly policies. Creating an environment that supports better work-family balance can help managers sustain high energy, commitment, and focus among their team members. Secondly, the protective function of psychological resilience highlights the significance of personal resources in managing work–family stress. Organizations can support their employees by implementing resilience-enhancing initiatives, such as stress management sessions, mindfulness courses, and coaching or mentoring programs. These interventions can improve employees’ capacity to stay

engaged despite work-related difficulties. Additionally, although FWC has a limited direct influence on work engagement, managers should be aware of its possible indirect effects. Promoting open communication, offering employee assistance programs, and cultivating a supportive organizational culture can help employees manage family responsibilities alongside their work performance. Ultimately, the findings indicate that managers should take a nuanced approach to work–family dynamics, recognizing that work and family demands can affect engagement in different ways. Customized interventions that consider the specific type of conflict and the individual's resilience are likely to be more successful than generic solutions. In summary, these results underscore the importance of integrating organizational support with personal resource development to boost employee engagement, well-being, and productivity. By targeting both environmental and individual factors, organizations can foster a sustainable workforce that thrives even amid the challenges of balancing work and family commitments.

Although this research offers many valuable contributions, it also has certain limitations. Primarily, the study was conducted within a specific national context, focusing on financial and technology companies in Algeria. While this focus yields important insights into a distinctive and less-studied environment, the results might not be entirely applicable to other sectors or cultural settings. Future research could broaden the scope by incorporating more industries and cross-cultural samples to improve external validity. Additionally, this study used self-reported data gathered via surveys. Although this approach is common in organizational research, it can lead to common method bias and social desirability bias, as participants might have given responses influenced by perceived expectations rather than their true feelings and experiences. Using data from multiple sources, like supervisor ratings or objective performance metrics, could help address this limitation in future studies. Third, the cross-sectional design of this study limits our ability to establish causal relationships among work–family conflict, family–work conflict, psychological resilience, and work engagement. Adopting longitudinal or experimental designs would provide more robust insights into causality and the evolution of these relationships. Moreover, although psychological resilience was considered as a moderating variable, other potentially significant personal and organizational factors—

such as social support, leadership style, or job resources—were not analyzed. Future studies should include these variables to gain a more complete understanding of the mechanisms by which work–family dynamics affect employee engagement. Finally, 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 may experience more WFC because they are so absorbed in work that they neglect their family roles. Therefore, the WE can also negatively impact WFC. Future research can explore such uncharted aspects of WE, including the roles of WFC and FWC.

CONCLUSION

This study investigated the relationships between work–family conflict (WFC), family–work conflict (FWC), psychological resilience, and the three dimensions of work engagement—vigor, dedication, and absorption—among employees in the Algerian financial and technology sectors. Drawing on the Conservation of Resources Theory, J-D Theory, and related perspectives, the study sought to provide a comprehensive understanding of how work–family dynamics influence employees' work engagement and whether psychological resilience serves as a protective personal resource.

The findings demonstrate that work–family conflict constitutes a significant challenge to employee engagement. Specifically, WFC was found to negatively influence vigor, dedication, and absorption, highlighting the detrimental consequences of work demands that interfere with family responsibilities. These findings reinforce the view that persistent role conflict depletes employees' physical, emotional, and cognitive resources, thereby reducing their capacity to invest energy, enthusiasm, and attention in their work. In contrast, family–work conflict did not significantly affect any dimension of work engagement, suggesting that family-related demands may not necessarily diminish employees' engagement within the Algerian organizational context.

The study also provides important insights into the role of psychological resilience. Although resilience did not moderate the relationships between WFC and vigor or dedication, nor between FWC and any dimension of work engagement, it significantly moderated the relationship between work–family conflict and absorption. This finding suggests that resilience may be particularly effective at preserving employees' cognitive engagement by helping them maintain concentration and recover from the psychological strain of competing work and family demands. Consequently, resilience appears to function as a selective rather than universal buffering resource, emphasizing the complexity of personal resources in explaining work engagement.

Beyond its empirical findings, this research makes several theoretical contributions. First, it extends the application of the Conservation of Resources Theory by demonstrating that different dimensions of work engagement respond differently to work–family conflict and

to psychological resilience. Second, by examining vigor, dedication, and absorption separately rather than as a single construct, the study provides a more nuanced understanding of employee engagement. Third, the findings contribute to the growing body of literature on work–family conflict within developing and non-Western contexts, where empirical evidence remains comparatively limited.

The study also offers valuable practical implications for organizations operating in Algeria and similar environments. Organizations should recognize that reducing work–family conflict is not solely an employee responsibility but also an organizational concern requiring supportive human resource practices. Flexible work arrangements, family-supportive supervisory behaviors, employee assistance programs, and resilience-development initiatives may help sustain employees' engagement and well-being. Furthermore, organizational leaders should foster workplace cultures that acknowledge employees' family responsibilities while promoting psychological resources that enable employees to cope effectively with work-related pressures.

A further contribution of this study lies in its contextual relevance. By focusing on employees in the Algerian financial and technology sectors, the research provides evidence from a setting that has received relatively limited scholarly attention. The findings suggest that employees' experiences of work–family conflict should be interpreted not only through established theoretical frameworks but also in light of the broader cultural and socioeconomic environment. Family values, social expectations, and economic conditions may shape how employees perceive and respond to competing work and family demands, highlighting the importance of considering contextual factors when extending work–family theories beyond Western settings.

Despite these contributions, the findings should be interpreted in light of the study's methodological limitations, including its cross-sectional design, reliance on self-reported data, and focus on specific economic sectors. These limitations also provide opportunities for future research. Longitudinal and mixed-methods studies could provide deeper insights into the dynamic nature of work–family conflict and work engagement over time. Future studies should also investigate the moderating role of gender, organizational

support, leadership styles, and other personal resources to develop a more comprehensive understanding of employees' work–family experiences.

In conclusion, this study contributes to both theory and practice by demonstrating that work–family conflict remains a critical factor influencing employee engagement, whereas psychological resilience offers more targeted benefits than previously assumed. By extending evidence from the Algerian context, the research highlights the importance of integrating organizational practices, individual psychological resources, and contextual factors to promote sustainable employee engagement and well-being. It is hoped that these findings will encourage further research and support the development of organizational policies that foster healthier and more productive work environments in Algeria and other developing economies.

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APPENDICES

APPENDIX A. Ethics Committee Approval

APPENDIX B. Informed Consent Form

APPENDIX C. Questionnaire Form

APPENDIX A. Ethics Committee Approval

Tarih: 01/08/2024 15:46
Sayı: E-65836846-044-325633
REKTÖRLÜK

325633

İSTANBUL TİCARET ÜNİVERSİTESİ

T.C.
İSTANBUL TİCARET ÜNİVERSİTESİ REKTÖRLÜĞÜ

Sayı : E-65836846-044-325633 1.08.2024
Konu : Etik Onayı

Sayın Nour El Houda ADIMI

İlgi : 26.06.2024 tarihli dilekçeniz.

İlgi yazınız ile "Linking Work-Family Conflict and Family-Work Conflict to Work Engagement: Moderating Role of Psychological Resilience" isimli çalışmanın anket sorularına Etik Kurul onayı talep edilmektedir.

Adı geçen ve ekte yer alan anket soruları, Üniversitemiz Etik Kurulunca incelenerek etik tanım, değer ve ilkelere aykırı bir düzenleme tespit edilmediği, önerilen anket sorularının etik kurallara uygun olduğu ve etik onayının verildiği ifade edilmiştir.

Konuya ilişkin bilgilerinizi rica ederim.

Prof. Dr. Abdulhamit AVŞAR
Rektör

Ek: Etik Onaylı Anket Soruları

APPENDIX B. Informed Consent Form

EK-3

INFORMED CONSENT FORM

Dear participant,

This is a thesis study entitled "Linking Work-Family Conflict and Family-Work Conflict to Work Engagement: Moderating Role of Psychological Resilience" supervised by Assoc. Prof. Ufuk BAŞAR and conducted by NOUR EL HOUDA ADIMI, who is enrolled in Istanbul Ticaret University, Social Sciences Institute, business administration (English) doctorate program.

The aim of this research is to investigate relationships between work-family conflict, family-work conflict, work engagement, and psychological resilience of employees who are older than 18 years.

Your participation in the research is entirely voluntary. Since the information received from you during the research will be evaluated anonymously, you will not be asked for identifying information. Your answers will be kept confidential and will only be used by the researcher in scientific studies. In this sense, in order to obtain reliable information from the research results, it is very important to fill out the questions sincerely and not leave the questions blank. This study generally does not include questions that may cause personal discomfort. However, if you feel uncomfortable for any reason during the research, you can terminate your participation. During the study, you are asked to fill out the items and/or questions in the study completely and not to leave any blank. Participation in the study will take approximately 7 minutes. To get more information about the study, you can contact NOUR EL HOUDA ADI
Thank you in advance for your participation.

I am participating in this study voluntarily and I understand that I can terminate my participation at any time. I accept the use of the information I provide for scientific purposes.

Yes ( ) No ( )

NOUR EL HOUDA ADIMI

İSTANBUL TİCARET ÜNİVERSİTESİ
ETİK KURUL ONAYI ALMIŞTIR
Kurul Tarihi: 01.08.2024
Kurul Karar No: 07-01

APPENDIX C. Questionnaire Form

Questionnaire Form

Work-Family Conflict and Family-Work Conflict Scale
To measure Work-Family Conflict and Family-Work Conflict of participants a scale developed by Netemeyer et al. (1996) was used.

Below, you see a list of items. Please read each and circle the best answer choice that fits you.
1: strongly disagree, 2: Disagree, 3: somewhat disagree, 4: Neither agree nor disagree, 5: somewhat agree, 6: Agree, 7: strongly agree

Nu.	Items	Answer Choices						
1	The demands of my work interfere with my home and family life.	1	2	3	4	5	6	7
2	The amount of time my job takes up makes it difficult to fulfill family responsibilities.	1	2	3	4	5	6	7
3	Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5	6	7
4	My job produces strain that makes it difficult to fulfill family duties.	1	2	3	4	5	6	7
5	Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5	6	7
6	The demands of my family or spouse/partner interfere with work-related activities.	1	2	3	4	5	6	7
7	I have to put off doing things at work because of demands on my time at home.	1	2	3	4	5	6	7
8	Things I want to do at work don't get done because of the demands of my family or spouse/partner.	1	2	3	4	5	6	7
9	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	1	2	3	4	5	6	7
10	Family-related strain interferes with my ability to perform job-related duties.	1	2	3	4	5	6	7

Work Engagement Scale
To measure the work engagement of participants, a scale developed by Schaufeli et al. (2006) was used.

Below, you see a list of items. Please read each and circle the best answer choice that fits you.
1: Never, 2: Almost never, 3: Rarely, 4: Sometimes, 5: Often, 6: Very Often, 7: Always

Nu.	Items	Answer Choices						
1	At my work, I feel bursting with energy	1	2	3	4	5	6	7
2	At my job, I feel strong and vigorous	1	2	3	4	5	6	7
3	I am enthusiastic about my job	1	2	3	4	5	6	7
4	My job inspires me	1	2	3	4	5	6	7
5	When I get up in the morning, I feel like going to work	1	2	3	4	5	6	7
6	I feel happy when I am working intensely	1	2	3	4	5	6	7
7	I am proud of the work that I do	1	2	3	4	5	6	7
8	I am immersed in my work	1	2	3	4	5	6	7
9	I get carried away when I am working	1	2	3	4	5	6	7

İSTANBUL TİCARET ÜNİVERSİTESİ
ETİK KURUL ONAYI ALMIŞTIR
Kurul Tarihi: 01.08.2024
Kurul Karar No: 07-01

Psychological Resilience Scale
To measure job satisfaction, a scale developed by Luthans et al. (2007a, 2007b) was used.

Below, you see a list of items. Please read each and circle the best answer choice that fits you.
1: strongly disagree, 2: Disagree, 3: somewhat disagree, 4: Neither agree nor disagree, 5: somewhat agree, 6: Agree, 7: strongly agree

1	When I have a setback at work, I have trouble recovering from it, moving on.(R)	1	2	3	4	5	6	7
2	I usually manage difficulties one way or another at work.	1	2	3	4	5	6	7
3	I can be "on my own," so to speak, at work if I have to.	1	2	3	4	5	6	7
4	I usually take stressful things at work in stride.	1	2	3	4	5	6	7
5	I can get through difficult times at work because I've experienced difficulty before.	1	2	3	4	5	6	7
6	I feel I can handle many things at a time at this job	1	2	3	4	5	6	7

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