

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Workplace Telepressure
on Work-Family Conflict:
Mediating Role of Psychological
Detachment and Moderating Role
of Job Autonomy**

by

Ch Hasnain Riaz

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

Faculty of Management & Social Sciences

Department of Management Sciences

2021

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*Dedicated to my Parents, whose prayers and support enabled me to have success
in all spheres of life*



CERTIFICATE OF APPROVAL

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Acknowledgement

There is no God but Allah SWT, Prophet Muhammad SAW is the last messenger of Allah. Thanks to Almighty Allah for blessing me with wisdom and strength to complete the dissertation. Being the MS graduate at Capital University of Science and Technology has been a magnificent as well as challenging experience to me. During the degree, I have found influential guidelines in shaping my academic career. Here is a humble tribute to all those people.

I would like to pay the profound regards to Dr. Mueen Aizaz Zafar for his irreplaceable supervision and for providing the essential knowledge to accomplish the degree. Dr. Arshad Hassan (Dean, Faculty of Management and Social Sciences) for providing a healthy learning environment. I would like to thank my family who had motivated me continuously to achieve this milestone. A word of applause for my friends and classmates who had given me assistance in sharing knowledge and other resources required to conduct research. Thank you all.

(Ch Hasnain Riaz)

Abstract

The aim of the study is to investigate the relationship of workplace telepressure on work-family conflict, on employees working in private sector companies of Rawalpindi and Islamabad. Further this study takes psychological detachment as a mediator and job autonomy as moderator. The study contributed towards the literature by linking the relationships with work-family spillover theory. The study explained that workplace telepressure is cause of work-family conflicts. Employees who find it difficult to detach themselves from work, fail to accomplish both domains role responsibilities, hence giving rise to work-family conflicts. Workplace telepressure can cause negative spillover effect on employees. The findings of study confirmed the positive relationship of workplace telepressure and work-family conflict. Data was collected from 315 private sector employees and quantitative research approach was used. Research design consists of questionnaire survey, and the responses were from Rawalpindi and Islamabad. Analysis was done by using SPSS and AMOS 21st version. The descriptive test, normality test, correlation, mediation, and moderation tests were run for the analysis of the data. Results of the study showed that psychological detachment is significant mediator between workplace telepressure and work-family conflict, while job autonomy was found insignificant as moderator. There are limitations are discussed. Future research should focus on time-lag studies with large sample size.

Keywords: Workplace Telepressure, Psychological Detachment, Work-Family Conflict, Job Autonomy, Work-Life Spillover Theory

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Abbreviations

AMOS	Analysis of Moment
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
ICT	Information and Communication Technology
IFI	Incremental Fit Index
RMSEA	Root Mean Square Error of Approximation
SPSS	Statistical Package for Social Sciences
TLI	Tucker-Lewis Index
WFC	Work-Family Conflict

Chapter 1

Introduction

1.1 Background of the Study

In this modern age, the technology has impacted our lives significantly. We are encircled with new technology everywhere. Similarly, it has also affected the way of communication in the organizations. There were times when people leave their office at evening were no longer connected to office issues but now it is not the same. Everyone is holding their little computer i.e., smartphone and are in continuous connection with everyone. The smartphones have made it easy to stay connected and exchange information with people to get the things done remotely. The email or messaged based communication have connected everyone, the clients, employees, stakeholders and so on. This message and email-based communication is way more convenient for employees and it can also lead to increase their productivity (Mark et al., 2016).

The progression of information and communication technology (ICT) over the years has influenced the working styles of employees and made convenient flow of information across all levels within organizations (Richardson, 2017). Now a days, communication which is mostly sharing of information, is done through emails and messages, thus leading us to digital communication (Richardson, 2017). Technology facilitating the employees in communication across distances, providing new digital solutions in work issues, the opportunities are unending. Apart from all the

favors the technology is providing, it has negative side as well. Employees when leave their work, they need to relax and recover from daily work hassles. The over usage of smartphone is affecting their mental health and their recovery process, thus leading to decrease in organizations productivity (Barber & Santuzzi, 2015). On one side we can see that high responsiveness towards emails and messages can lead to accomplishment of the task, but on the other hand employees also perceive that they are being overloaded with work (Sonnentag, Reinecke, Mata, & Vorderer, 2018).

Based on this, the new construct workplace telepressure was introduced in the study. The workplace telepressure can be described as employees obsession or concern about the work-related messages and feeling strong need to respond them promptly (Barber & Santuzzi, 2015). Thus, high telepressure means that employee feel strong urge to answer work emails and messages. The research on this area is still in the early stages and more models needs to be studied. Past studies mostly discussed about the employee well-being and recovery processes, yet more insights need to be examined (Barber & Santuzzi, 2015; Santuzzi & Barber, 2018). Therefore, the present study intends to contribute with further insights into this particular area of research.

Studies have explained that workplace telepressure have negative consequences, employees who perceive high telepressure can have sleep disorders, mental exhaustion, decreased well-being and poor ability of psychologically detaching themselves from work (Barber & Santuzzi, 2015; Santuzzi & Barber, 2018). Psychological detachment was defined by Etzion (1998), the experience of getting oneself detach from the work while actually being distant from workplace. Its actually the enjoying the non-work hours like relaxing in the evening or weekend. Studies indicated that the psychological detachment from work is necessary as it helps in recovery process of employees (Sonnetag & Fritz, 2007). Furthermore, it was suggested that psychological detachment from work have positive influence on the well-being of employees, reduces sleep disorders also reduces the stress symptoms (Bennett et al., 2018). Employees leaving the workplace in evening needs to automatically switch off mentally, as it better for their health and mind (Sonnetag & Fritz,

2015). Past studies have concluded that stressors from the workplace can interfere in personal life employees (Michel et al., 2011).

The spillover is irrespective of physical or non-physical border between workplace and home (Derks & Bakker, 2014). Recent study indicated that telepressure of email can be stressful and have negative spillover effect in non-working hours (Park et al., 2018). To reduce the telepressure employees need to set standards, they must tend to create the technological boundaries. Barber and Jenkins (2014) in their study highlighted that employees who are unable to create boundaries between work and non-work hours, their sleep quality is affected as they are not psychologically detached from their work issues. Hence employees must set time for the usage of mobile at home for office work. Not responding to ICT related messages can help them enjoy their leisure time thus reduces the spillover effect (Barber & Jenkins, 2014).

Employees must be given more autonomy regarding usage of ICT at home (Thomes, 2015). So, employees when unable to maintain boundary are always connected to their work regardless of time and place. Thus, continuous usage of phone can affect their psychological detachment (Barber & Jenkins, 2014; Derks & Bakker, 2014). So, the current study focuses on the workplace telepressure and its relationship with psychological detachment. Our research will explain that how important it is for employee to psychologically detach himself from work issues in his off time. It can help him in its recovery process and will improve his mental well-being. Researchers made suggestions that employees who suffer more from telepressure, their organizational and family roles must be studied. It was discussed that studies should focus on that how telepressure can lead work-family conflicts. It has been observed that employees having more involvement in their jobs are more likely to suffer workplace telepressure.

The main aim of the study is that to study the relationship of psychological detachment with workplace telepressure. Previous studies have pointed out many negative consequences of telepressure. Which includes issues regarding the well-being of the employee (sleep quality, productivity or job burnout) and disturbed work and family life (Barber & Santuzzi, 2015; Barber, Conlin & Santuzzi, 2019;

Hu, Santuzzi & Barber, 2019). However, there has been not much detailed research about the connection between telepressure and work-family conflict in Pakistani context. Previous studies have also suggested to consider about job autonomy that how it can influence the workplace telepressure. Therefore, this research seeks to contribute to the emerging literature on workplace telepressure and job autonomy in the workplace. The results of this study could provide a valuable contribution for new insights to emphasize the importance of the role of job autonomy in the workplace, and how it can help an individual to avoid role conflicts.

1.2 Gap of the Study

In this era of technology, employees are dependent on their smartphones to communicate with coworkers and other clients in order to get their work done. They are busy even on their off-work time. Thus, the advancement in the technology has totally blur the boundary between work and home (Firoozabadi et al., 2018).

The availability and ease to use smartphones, has enabled the employees to get their task done and other work-related issues, even when employees are physically distant from their workplace. This flexibility in using technology, the working patterns and situations in the organization has changed a lot with it. Today the organizations have upgraded to initiate ICT-related work activities like telecommuting in order to timely achieve their goals. This smartphone technology has made life easy, but apart from many advantages of technology this too have negative consequences. It has created a social norm that employees must be available anywhere, anytime. Thus, it has also blur boundaries of work and home time (Kao, Chi, Thomas, Lee, & Wang, 2020).

The response to work-related messages or emails during non-work hours has now almost become part of the job. It becomes the job expectation that employee must be available to respond to emails quickly in their non-working hours. Thus, it is impacting the mental well-being of the employees, can lead to job burnout, poor sleep quality and increased work-family conflicts. Although many studies have explained the negative outcomes of telepressure, but still gaps exists which requires

further addressing. Telepressure has gain popularity in research area, as we can see it that the access of technology has led employee to face workplace telepressure. It was mentioned in studies that employee who have more involvement in job faces more telepressure. Thus, it was suggested to study the other factors such as organizational and family context with workplace telepressure, that how increased in telepressure can influence individuals roles in organization and in family (Kao, Chi, Thomas, Lee, & Wang, 2020).

Our research focuses on the employee having more involvement with technology specially the smartphone. When there is increased telepressure, employees fail to prioritize their office-work and personal life. Thus, it blurs the boundaries between work and home. Employees need to set a boundary or set some rules for himself to prioritize his work accordingly. Office work should be done in office timings and personal life issues must be dealt at home. It was suggested that employees who need to set boundaries must have some autonomy over their job so they can make their decisions accordingly. Researchers pointed that future studies must focus on the additional moderators which influences the relationship of telepressure and work-life conflict (Kao, Chi, Thomas, Lee, & Wang, 2020).

Now a days, the telepressure from work is considered as demand from job and high job demands always require high responsiveness. Technology has played an important part in this; it provides an option for being available everywhere. On other hand this improvement and flexibility of technology has negative side as well. It is diminishing the boundary of work and non-work hours. For an effective commitment towards the organization, employees need to relax and recover from work related issues. And for this, employees need to detach their mind from their work and must give themselves a break. Recovery processes always has a positive effect on the individual. Thus, it provides us the understanding about the mediating mechanism to our relationship of interest of this study. Psychological detachment can be taken as mediator between relationship of workplace telepressure and work-family life (Barber, Conlin, & Santuzzi, 2019). Furthermore, Barber, Conlin, and Santuzzi, (2019) suggested that future research should study telepressure with job performance/ effectiveness, enrichment and work-family conflict etc. Barber,

Conlin, and Santuzzi, (2019) further suggested that the studies should examine different organization environments and individual behavior to note that either organizations and job designs are contributing more towards telepressure or its the individuals behavior that predicts telepressure in specific work environments. Furthermore, these suggestions regarding future research might help organizations in developing new strategies to help employees to deal with their negative wellbeing outcomes related to telepressure. Job design must be change in which employees are given autonomy so they can make decisions that how a specific task will be accomplished. So, considering all the suggestions provided by previous researchers our study extended the model of spillover theory and proposed a new model of workplace telepressure impact on employee work-family conflict while taking psychological detachment as a mediator and job autonomy as moderator. Furthermore, our study will contribute towards the literature by studying telepressure in Pakistani context, by gathering data from private sector organizations form twin cities of Rawalpindi and Islamabad.

1.3 Problem Statement

In this era of advancement, technology plays an important role in our lives. Technology has great influence on us. As with the changings it brings in our lives it also brought modifications in our organizations as well. The way of communication with advanced technology is now just so easy. The work-level mostly consists of messages and email-based communications.

Today the evolution of technology makes it quite easy to interact with one another as everyone is having their computers in form of smartphone in their hands. Apart from having so many advantages and comfort from having this technology at workplace, this has also led to many problems for the employees. The emails and messages from the workplace need to be responded within no time, this creates a problem for employees to be always available. They are expected to be responsive anywhere, anytime. Although quick response to office work can help employee to accomplish their task but it has also been noticed that extreme communication

through email can lead employee to perceive work overload. Employees mental well-being is equally important as employees dedication towards its work. When employee leave their office at evening, thus must completely detach themselves from issues related to work. They need to mentally switch off from work tasks, in order to maintain their mental health. But in todays world of technology, its not much possible.

Employees have mobiles in their hands and continuously in-touch with their office work, by replying to important emails and messages in their non-office hours. This situation just blurs the boundary between employees work and home time. And due to this the psychological detachment from work is not considerably easy. Employees psychological detachment is the recovery process from their daily work hassles, but excessive use of mobile to respond to daily work-related emails effects the recovery process. So, during the off-time employees are not fully detach from work, thus their mental well-being is disturbed which further leads them to be inefficient at work. Past studies highlighted the consequences of unnecessary usage of technology yet their exists gaps in the study.

Research in areas is still pioneering and still requires further models to be studied. This study highlighted the telepressure and extended the model to work-family conflict. It further highlighted the importance of psychological detachment. The main problem which our study addresses is that being available anywhere and anytime, and high responsiveness can create conflict between work and family.

1.4 Research Questions

Research Question 1

Does workplace telepressure significantly impact of work-family conflict?

Research Question 2

Does workplace telepressure significantly impact psychological detachment?

Research Question 3

Does psychological detachment significantly impact work-family conflict?

Research Question 4

Does psychological detachment mediate the relationship of between workplace telepressure and work-family conflict?

Research Question 5

Does job autonomy moderate the relationship between workplace telepressure and psychological detachment?

1.5 Objectives of the Study

Research objective 1

To analyze the impact of workplace telepressure on work-family conflict.

Research objective 2

To increase the understanding of relationship of workplace telepressure and psychological detachment.

Research objective 3

To further explore that can low psychological detachment from work leads to work-family conflict.

Research objective 4

To assess the mediating effect of psychological detachment on workplace telepressure and work-family conflict.

Research objective 5

To investigate about job about autonomy whether it act as moderator between relationship of workplace telepressure and psychological detachment or not.

1.6 Significance of the Study

Today, organizations and working styles of the employees have changed a lot. This is due to increase in electronic age and it is totally impacting the way information

is exchanged among employees. The new job designs focus on employees having smartphones, laptops, or other communicating devices. This technology trend has changed working styles and patterns in workplace. Smartphones or laptops providing an opportunity to be available and linked to work anywhere anytime. This makes easy for employees to work even from home or other remote area.

Dutch companies in 2017, supported work from home option for employees. This was done to provide flexibility to employees. It was pointed in studies that this flexibility was done for positive effects, such as helping in reducing the transportation cost and time, convenient communication, cooperation with other members and for balancing the work-family life. Though technology has helped the employees by providing them flexibility but then several negative effects were observed. Bringing office work to home can lead to negative consequences. Employees who used to bring their work demands to home be found unable to detach from work. They find it hard to let go their workday (Leathem, Vianen & Derks, 2018). Furthermore, using smartphone for work-related issues and for private purposes can lead to always managing the social connections and a necessity to be connected for work. Research has indicated the negative impacts of telepressure on employees. It can lead employee to job burnout, health issues and lower engagement towards work (Barber & Santuzzi, 2015; Santuzzi & Barber, 2018).

Furthermore, recent studies on telepressure indicated that telepressure is negatively associated with work-life balance satisfaction and positive related to work-family conflicts (Barber, Conlin & Santuzzi, 2019). Employees are perceiving that response to job demands are necessary even on non-work hours thus leading them to be connected to their work. But it is affecting their mental health, as they are not allowing themselves to relax and to recover from work issues in their off time (Barber, Conlin & Santuzzi, 2019). Considering it all, our study focused on the existing gaps in management and psychology fields.

Firstly, we applied spillover theory as a theoretical lens, that how work demands can have affect on the resources after work. Employees who face telepressure from work may find hard to detach themselves from work. They feel pressure to be connected to work and feel obligation in responding quickly to work related emails

or messages (Barber & Santuzzi, 2015). Thus, this leads them to perceive burnout and work-life balance issues. We used spillover theory to explain the relationship that how high demands from job such as telepressure can have spillover effect on family, leading employees to face work-family conflicts.

Secondly, past studies have highlighted the importance of recovery processes for the well-being of the employee, higher level of productivity and dedication towards his job (Sonnetag & Fritz, 2007; Sonnetag, 2003). Our study aims to further extend the model of telepressure and tend to explain the importance of psychological detachment from work. Telepressure is gaining importance in research area, but still gaps exists, and fewer studies exists which explains the relationship of telepressure with psychological detachment and well-being of employee (Barber & Santuzzi, 2015; Hu, Barber & Santuzzi, 2019).

This research further examines the relationship between workplace telepressure and employees work-family conflict. Studies have pointed that employees poor quality of sleep, burnout, low engagement and disturbed work-life balance are all associated with workplace telepressure (Barber & Santuzzi, 2015; Barber, Conlin & Santuzzi, 2019; Hu, Santuzzi & Barber, 2019). However, the research is just pioneer and further needs to be studied. Therefore, this research seeks to contribute to the emerging literature on workplace telepressure and Work-family conflict.

The results of this study could provide a valuable contribution for new insights to emphasize the importance of psychological detachment from work and how it can benefit the employee to minimize the role conflicts. Employees who have autonomy can easily create a wall between work and family roles. The high demands from work, increased telepressure makes harder for an employee to stop thinking about work during off-time.

So, when autonomy is given, employee have power to make and alter decisions and to complete his job tasks on his own. So, our study focuses on considering job autonomy as moderator, that how autonomy can mitigate the work-family conflict. Also, our study will contribute towards the literature by empirical evidence for the linkages, by analyzing the employees working at the private sector organizations in Rawalpindi/ Islamabad.

1.7 Supporting Theory

1.7.1 Work-Life Spillover Theory

According to work-life spillover theory, the individuals emotions, attitudes, knowledge, skills, or behaviors that produced in one domain either work or personal life, can flow to the other domain (Balmforth & Gardner, 2006; Frone, 2003; Zedeck, 1992). Spillover explains about the state transmission from one domain to another domain of life (Westman, 2002). This process is at the individual level, meaning that it occurs within person but in different domains (Bakker, Demerouti, & Burke, 2009). These transmission or flow can have both positive as well as negative impacts and can appear in both directions such as work to personal life or personal life to work (Balmforth & Gardner, 2006; Hanson, et al., 2006; Hill, et al., 2001).

Work-life conflict has been widely studied in research. It has been noted that this is important issue for both individual and the organization. It was argued that organization that help employees in maintaining their work-life balance, makes them more loyal towards their organization, they show high job engagement and depict positive attitudes at work (Moore, 2007). The work-life balance not only benefits the employee but also the organization. As employees are more stress free, their well-being is increased and decrease in job burnout, they are more dedicated and enthusiastic towards their work thus helping organization in achieving goals (Parkes & Langford, 2008). The work-life balance can help reduce work-life conflicts, provide more satisfaction to employees, increase commitment, increase productivity, and low withdrawal behavior (Waltman & Sullivan, 2007).

Research explained that in order to ensure work-life balance for employees, strategies were made to introduce flexible arrangement for work (De Cieri, Holmes, Abbott, & Pettit, 2005; Waltman & Sullivan, 2007). These initiatives by human resource management included aiding in childcare or eldercare, flexible working hours, job sharing, reduced working hours and telecommuting (Byrne, 2005; Clark, 2000). The work-life conflict arises when demands from work interferes the home life or vice versa (Allen, 2013). Our study is only focusing on one direction that is

work to family life. Studies explained that workplace is origin of telepressure, it can lead to positive or negative outcomes (Grawitch et al., 2013). The work-family conflict occurs when high demands from work are in contradiction to demands at home (Frone, Russell, & Cooper, 1992). When people bring strain, behaviors, or attitudes from work to home, and give their energy and time to work issues while being at home, negative outcomes and conflicts arises (Grandey, Cordeiro, & Crouter, 2005). The conflict is usually due to high demands from work, as it is noted that that higher workloads can lead to different levels of work-family conflict (Ilies, Schwind, Wagner, Johnson, & DeRue, 2007). Thus, literature has discussed that the link has been observed between technology usage for work at home during off time and work-family conflict (Berkowsky, 2013; Butts, Becker, & Boswell, 2015).

Furthermore, it was discussed that recovery process must also be linked between telepressure and work-family spillover process i.e., conflict. Recovery processes are important for the individual to gain resources such as gain energy (Sonnetag & Fritz, 2007; Newman et al., 2014) to complete his household tasks (Grawitch et al., 2010). Low recovery from work issues will lead employee to have fewer resources and then would not be able to fully allocate them towards all demands, resulting in increased work-family conflicts (Grawitch et al., 2010).

It can be concluded that employees who maintain a strong boundary between work and family can minimize work-family spillover effect resulting in decreasing role conflict and give preferences according to their desired situation. While employees who are unable to maintain a strong boundary and drag their work to their home, are unable to mentally detach from work thoughts. As mind needs to be relax and recover from the daily workload and hassles, theses employees find it hard for their psychological detachment.

When telepressure is high it means that employees do not have autonomy over their work and their job demands are perceived as pressure from work. Thus, suggestions were made that employees should be given more autonomy so they can make decisions on their own and manage their time for recovery processes (Sonnetag & Fritz, 2007). Underpinned by the Work-family spillover theory, this

research attempts to examine the influence of job autonomy as a moderator, on workplace telepressure and work-family conflict. That how employees who have greater autonomy in job can minimize the effect across work and their homes.

Chapter 2

Literature Review

2.1 Workplace Telepressure

Workplace telepressure can be described as a worker's level of preoccupation with ICT-related messages as well as the urge to respond quickly to these (Barber & Santuzzi, 2015). So, a person who perceives a great workplace telepressure finds it hard to ignore work-related emails; instead, he feels a necessity to respond to them quickly. Since organizations have changed a lot due to technology in recent years, the workplace telepressure is recently defined in research, so the research in this area is still in the beginning.

The ease and accessibility of technologies, especially smartphones, enable an employee to be permanently available regardless of time. This situation led employees to feel pressurized from work demands and they tend to respond to it quickly (Jarvenpaa & Lang, 2005). The timely response to incoming messages or emails is actually a psychological reaction to demands of the job and conceptualized in literature as workplace telepressure (Barber & Santuzzi, 2015). Furthermore, this construct explains that individuals are obsessed with smart phones and feel a strong need to reply to messages as soon as possible (Barber & Santuzzi, 2015). When employees face telepressure, they start thinking about their response expectations regardless of what medium is used for communication. Employees consider every message from work as important and try to respond to it quickly, similar to face-to-

-face communication (Barber & Santuzzi, 2015). The construct itself explains that it is the employees internal mindset that they feel need to respond quickly to messages (Santuzzi & Barber, 2018). Research has explained there tend to exist variations when employees feel urge to respond and when the expectations from work are high (Grawitch, Werth, Palmer, Erb, & Lavigne, 2018).

Although, technology has proved to be beneficial for us, and helped the organizations to improve standards and productivity. There are still negative outcomes of the usage of technology specially smartphones. Literature has discussed that telepressure can lead to negative consequences, as it affects well-being of employee, cause sleep quality issues, burnout, and poor psychological detachment from work (Barber & Santuzzi, 2015; Santuzzi & Barber, 2018). Psychological detachment is beneficial as it helps employee to gain recovery from all the work (Sonnentag & Fritz, 2015).

In evening, when employee leave their workplace, they need to mentally switch off from work environment, this is necessary because mind needs a complete detachment from work issues, so that well-being of individual is maintained (Sonnetttag & Fritz, 2015; Sonnetttag, Kuttler, & Fritz, 2010). But in todays world of technology, it is not much easy. Employees have their smartphones with them everywhere. They stay connected with work, by replying to emails and other work messages even in their non-work hours (Boswell & Olson-Buchanan, 2007). Employees are connected to their work and thus ensuring their availability to organization, regardless of time and place. As a result, the segmentation of work and home is starting to get blur. Low detachment from work starts distorting the limits of work and home domain (Barber & Jenkins, 2014; Derks & Bakker, 2014).

2.2 Work-Family Conflict

Work-family conflict is defined as participation in the work (family) role is made more difficult by virtue of participation in the family (work) role (Greenhaus and Beutell, 1985: 77). The definition explains that there are possibly two directions of conflicts. Either conflict can arise from interference of work to home or by

home to workplace (O'Driscoll et al., 2004). The mismatch of work from different domains creates a situation of difficulty for the individuals. They then are forced to decide about the priority of environment, either work or family. To reduce such conflicts, individual tries to sacrifice his other role to satisfy himself with other role that is requirement of that particular environment (Greenhaus & Powell, 2003). Employee felt this need for sacrificing in conflict situation, is associated with the concept that employees have limited amount of their resources such as time and energy. Therefore, they force to decide upon that how much time must be spend on work and for family responsibilities (Greenhaus & Beutell, 1985).

Individuals are expected to remain in one domain and cannot switch to other domain, thus creating a situation of negative outcomes in another domain. This shows that there exists a negative relationship between work and family (Byron, 2005). This is strong challenge faced by most of the employees, and it is even more difficult for employees who have high work demands and greater job expectations. It is quite challenging for employees to manage the pressure of distributing their time and energy for both domains (Bruening & Dixon, 2007).

Literature discussed that antecedents that initiate the work-family conflict are the increase stress, burnout and little or no flexibility to employees schedule (Bruening & Dixon, 2008; Schenewark & Dixon, 2012). Other initiatives might include the lack of progression opportunity and incapacity to change the job, are also proved to be responsible for giving rise work-family conflicts (Bruening & Dixon, 2007; Cutler & Jackson, 2002; Hancock & Hums, 2016).

Environmental factors are mainly faced by the employees, like when employees join the organization, they cant control the work environment, they just have work with the flow. Employees mostly possess little or no authority over their work, thus they cant alter a schedule to their flexibility, nor they have much work support. Little authority over work limits the employee to make changes at work for their benefit. Therefore, leading employees to face the negative consequences such as high work-family conflicts, exhaustion, burnout, stress and even feelings of parental failure (Allen, Herst, Bruck, & Sutton, 2000). This creates a challenging situation for employees, who find it very hard to accomplish both work and family

responsibilities. Employees have limited energy and time, which they use to attain both goals, thus leading them to face stress in one or both domains. Whenever employees try to manage both work and family, they find it hard thus their employers consider that employees are lacking organizational commitment (Graham & Dixon, 2017).

2.3 Workplace Telepressure and Work-Family Conflict

Recovery processes are essential for the mental well-being of the individuals (Sonnetag & Fritz, 2015). Study highlighted that recovery processes are found to be linked with workplace telepressure and work-life balance. Employees are satisfied with life when they get recover from their work exhaustion (Fritz, Yankelevich, Zarubin, & Barger, 2010). Recovery activities are always helpful in gaining work-life satisfaction (Wepfer, Allen, Brauchli, Jenny, & Bauer, 2018). Studies also have shown evidence that telepressure can interfere with individuals recovery processes. Employees need to recover, and low psychological detachment is observed among the employees who experience greater level of workplace telepressure (Barber & Santuzzi, 2015; Santuzzi & Barber, 2018). Research indicated that there are other recovery experiences of the individual that can be discussed with telepressure are reduced relax feelings, unable to control mind, and lower control over activities that provide enjoyment and relaxation (Sonnetag & Fritz, 2007). It is discussed in literature that employee who feel pressure to stay connected, may find it difficult to distract themselves from work and enjoy other activities such as spending time with family, enjoy music, games or fun activities that relaxes the mind. They are unable to detach themselves from work thoughts, thus experience difficulty in completing household tasks, or enjoy time with family. Resulting in feeling of lower level of accomplishment. Employees have low control over their free time and are unable to dedicate their timings for recovery processes, because they continually feel pressured from work that they need to respond to work messages. Recovery activities are necessity of individual as they can help them to deal with

daily demands of the work. Specific recovery activities can help employee to gain resources like mood change, positive feelings and feeling of achievement (Newman, Tay, & Diener, 2014; Sonnentag & Fritz, 2007).

When employees feel pressurized from the demands of their jobs, they cant invest more time and energy for other household activities, because more energy is used to deal with work demands rather than enjoying the other activities which helps the recovery processes (Grawitch et al., 2010). Thus, employee use his resources to cope with telepressure, and less resources are left for recovery activities (Newman et al., 2014). The employees who experience workplace telepressure depicts a convincing motivation to answer work messages instead engaging themselves in other activities. It is observed employees are more sensitive and caring towards their family and leisure time (Perrew & Hochwarter, 2001). But the high telepressure from work unable them to spend good time with family, causes the inability to utilize their energy and time on other household tasks and relax their mind. This feeling of being pressurized from work leads employees to dissatisfaction from work and work-life balance (Grawitch et al., 2010). Further, low recovery from daily hassles of work leads to conflicts and affects the mental well-being of the individual (Newman et al., 2014). So, studies have proven that employee work-life balance is disturbed when they became victim of high workplace telepressure (Park et al., 2018). Work-family conflict is actually the inference of the roles of different domains of individual. When the demands from the work role intrude with family roles, conflict arises (Greenhaus & Beutell, 1985). High concern for work, such as telecomputing and other demands of work may work as stressors for individual and leading them to consume their resources such as time and energy for work rather than actively using them for family role. Even after work, employees are working and busy with their emails and messages in their non-work time, they are psychologically attached to their work. High attachment towards work may have negative consequences, leading their recovery processes to be affected, and resulting in less time and energy for home tasks and other role expectations (Aryee et al., 2005; Moreno-Jimenez et al., 2009). Thus, following hypothesis is proposed:

H1: *Workplace telepressure is positively related to work-family conflict.*

2.4 Psychological Detachment

Etzion et al. (1998) introduced the concept of psychological detachment from work to the recovery and respite literature. Psychological detachment refers to the experience of gaining mental distance to one's work while being away from the actual work situation, for instance during a free evening or during a weekend. Research suggested that psychological detachment from work during non-work hours is essential for recovery from daily workload (Sonnentag & Fritz, 2007), it helps the employee gain well-being and lower the stress from job (Wendsche & Lohmann-Haislah, 2017; Bennett et al., 2018). Psychological detachment from work enables the employee to take mental break and switch off mentally from all work thoughts during non-work hours.

The effort-recovery model (Geurts & Sonnentag, 2006) explains that this break from work is necessary, as all day working the stress level has increased to a higher level, this break helps to reduce stress of workload. Further it helps to reduce the negative emotions of the individual, thus individual can unwind their mind and recover from daily workloads. It was pointed in literature that recovery process of mind can only occur when there are lesser stressors in environment and mind activity is reduced (Sonnentag, Kuttler, & Fritz, 2010). When mind is continuously busy for longer period of time, no recovery is expected to occur. The activation of employee mind is prolonged because their mind is busy thinking of workloads, worry about tasks, continuously ponder upon work-related issues. Simply, employee doesn't find it easy to detach themselves from work. This prolonged mind activation towards work can reduce the unwinding process and reduce the restoration or recovery. The high stressors from affects the resources of employee that help them to recover, thus they feel less satisfied with work and family. Poor detachment from work can affect sleep quality (Wendsche & Lohmann-Haislah, 2017) and thus lack of sleep contributes towards exhaustion while exhaustion require high recovery time (Diestel, Rivkin, & Schmidt, 2015). When mind is continuously busy for longer period of time, no recovery is expected to occur. The studies confirmed that poor detachment from work leads to higher levels of exhaustion and even greater time for recovery of mind (Sonnentag, Kuttler, & Fritz, 2010).

2.5 Workplace Telepressure and Psychological Detachment

Technology has changed the organizations to greater new levels. Apart from benefits that technology is easing our working styles and providing us flexibility towards work, it also has negative impacts on mind and physical health. The ICT demands in the organizations are increasing day by day, thus requiring their employees to show more commitment towards their work. Employees are expected to give more of their time and energy to get the tasks done. Thus, leaving an employee to be fully exhausted and fatigued in evening.

The telepressure which is explained as respond to work related messages may tend to cause prolonged mind activation, thus unable to psychologically detach from work thoughts and overall affects the recovery of mind (Barber & Santuzzi, 2015). The job demands-resources model (Bakker & Demerouti, 2007) also explained the same phenomenon.

It explains that jobs having higher work demands can influence the individuals well-being negatively and can affect organizational outcomes. It is due to fact that more resources of employee are consumed in order to fulfil work demands. This model explains about the demand and resources of employee, both are present in work environment and can influence the overall employee and organizational outcomes (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). The increasing level of ICT communication is considered as demand of the work while workplace telepressure can be regarded as its psychological cost (Bakker & Demerouti, 2007).

Study has shown a great connection between psychological detachment from work and recovery experiences of employee (Sonnentag & Fritz, 2007). Psychological detachment not only means that having a physical distance from work is enough, but it argues that to avail an opportunity to mentally detach from work. It also highlighted that the individual must have the ability to mentally switch off from the thoughts of the work and try to relax (Sonnentag & Fritz, 2007). Studies have suggested that higher levels of workloads are negatively related to psychological detachment, more the work more will be difficulty for an individual to detach

himself from work (Sonnentag & Fritz, 2015). Therefore, it was highlighted in previous literature that employees who felt a greater need for recovery are those who are unable to detach from work and avail enjoy recovery activities (Sonnentag & Bayer, 2005; Sonnentag & Fritz, 2015).

Studies indicated about the types of thinking which stop employees to unwind and relax even after the work, are in fact three different types. These include the problem-solving pondering, affective ruminative thinking, and detachment (Cromptley, Michalianou, Pravettoni, & Millward, 2012). However, our study is only focusing on the concept of detachment. Detachment is simply ability of employee to leave the work in evening and detach himself from mentally thinking and worrying about work (Cromptley et al., 2012). Specifically, our study aimed to examine relationship of workplace telepressure and psychological detachment. A study on smartphone usage by Van Laethem, Van Vianen and Derks (2018) has also considered the workplace telepressure as their variable and linked it with over usage of smartphone for work purposes. Their study pointed that employees who frequently use their smartphones to remain in touch with work and other colleagues or clients even after work hours, tend to experience more workplace telepressure. And frequent usage of smartphone showed a negative relationship with the psychological detachment (Van Laethem et al., 2018).

Findings of studies indicated that evidence for relationship of workplace telepressure and psychological detachment are still rare, and further studies need to be done for better understanding of relationship (Van Laethem et al., 2018). Previous research proved that high demands of work are negatively linked with psychological detachment from work (Smit & Barber, 2016; DeArmond, Matthews, & Bunk, 2014). Furthermore, demands created due to telecomputing, are considered as a specific category, which also lowers ability of psychological detachment and leads to experience high workplace telepressure (Santuzzi & Barber, 2018). So, when ICT demands in organizations are high, there will be more workplace telepressure experienced by the employees and a struggle to mentally detach from work thoughts (Santuzzi & Barber, 2018). So, the following hypothesis is proposed:

H2: *The workplace telepressure is negatively related to employee psychological*

detachment.

2.6 Psychological Detachment and Work-Family Conflict

Work-family conflict (WFC) arises when the demands from one role of the person interferes with the demands of another role (Greenhaus & Beutell, 1985). This interference can be of three types i.e., time-based interference, strain-based, and behavior-based. Time-based work-family conflict arises when employees spent much time on the work to complete their tasks and less time towards their family roles and other responsibilities. Strain-based WFC can occur when employee feels high form of stress due to workloads, and results in leaving an employee to devote less effort towards family. Behavior-based WFC can occur when specific behaviors of employee are suitable for their job mismatches with behaviors required at home (Carlson et al., 2000).

When employees find difficulty in detaching themselves from the work, their mind is always engaged in the thoughts of the work and continuously worrying about work. Thus, employees are preoccupied with pressures of work and resulting in all three types of work-family conflict to be experienced by employee (Carlson et al., 2000). In particular, when employees spent more time in work-related thoughts in non-work hours, leads them to face time-based work-family conflict. While employees who are unable to detach themselves from work because of pressure, may face stress that results in difficulty to detach mind from work, overall resulting in low participation in family activities leading to stress based WFC. And lastly, poor detachment from work makes employee to depict work behaviors even at home, but these behaviors are not in accordance with family roles, thus behavior based WFC arises (Carlson et al., 2000). Summing up previous literature, switching off from work after work hours is necessary. Employees who are unable to detach mentally from their work, utilizes more time for work activities, pressure from workloads give stress to employees and inability to switch from work behavior to home behavior, resulting in overall work-family conflicts. Thus, literature highlighted that

psychological detachment is important for unwinding and relaxing, which helps in better functioning of mind and body (Dettmers, 2017). Also, psychological detachment from work is proven to show negative relationship with work-family conflict (Huyghebaert et al., 2018; Michel, Bosch, & Rexroth, 2014). Secondly, psychological detachment from work can act as buffer to reduce the strain which individual experiences due work-family conflict (Moreno-Jimnez et al., 2009). Study by Sanz-Vergel, Demerouti, Bakker (2011) and Moreno-Jimnez (2011) discussed that psychological detachment is negative predictor of work-family conflict, which was further supported by another study of Demsky, Ellis, and Fritz (2014), confirming the negative relationship between the variables. Therefore, the following hypothesis is proposed:

H3: *Psychological detachment is negatively related to work-family conflict.*

Organizations now days concern high for their human asset, but still the greatest concern for the organizations are the achievements of the goals. Today it is normal to expect from high working employees to be always available regardless of time and place. As previously explained, that mental break and relaxation from work is quite important, otherwise leads employee to feel always exhausted and other negative outcomes related to health (Bakker & Demerouti, 2007).

Furthermore, literature discussed that low detachment from work can impact the sleep quality of employee, increase burnout, increase strain, health issues and reduced well-being (Sonnetag & Fritz, 2015). It was found that employees who experienced more workplace telepressure, tend to report low psychological detachment from work, resulting in increased stress levels poor mental and physical health (Barber and Santuzzi., 2015). Further Hu, Santuzzi and Barber (2019) explained that telepressure from is associated job burnout and compromised well-being. Workplace telepressure explains a strong need to stay in touch with work and reply quickly to ICT messages. It is possible that this high urge to reply messages can lead to negative outcomes and disturb the work-life balance. It was explained in studies that high telepressure from work have resulted in negative work-life outcomes and more work-family outcomes (Barber et al., 2019). Furthermore, it was mentioned that among the high telepressured workers, low

psychological detachment was reported and inability to enjoy leisure time, thus employees are dissatisfied with work-life balance (Barber et al., 2019). So, the employees who experience more workplace telepressure finds it more difficult to disengage themselves from their work in their non-working hours. Eventually leading them to consume more time and energy that must be spent for recovery activities, thus leading them to face more work-family conflict. So, the following hypothesis is proposed:

H4: *Psychological detachment mediates the relationship between workplace telepressure and work-family conflict.*

2.7 Moderating Role of Job Autonomy

Job autonomy refers to the degree to which the job provides employees with substantial freedom, independence, and discretion in scheduling their work and in determining the procedures to be used in carrying it out (Hackman & Oldham, 1975, p. 165). Job autonomy helps employee to work with their own choice without specific restrictions and procedures (Deci et al., 1989; Spreitzer, 1995). Simply, employees who have skills and knowledge and easily manage their way of work, can make plans accordingly and schedule their work properly. Studies explain that employees having autonomy over their work are free from centralization system (Dhar, 2016). Employees can enjoy making their own decisions regarding their work. Employees who are passionate about their work and have job autonomy as well, are free from many restrictions and regulations.

They have freedom or flexibility to express themselves and can contribute more towards the organization. Allowing employees to have autonomy over their workstyle, helps them make their work enjoyable and they feel happy to be engaged in work (Dhar, 2016). Enthusiastic and motivated employees work hard for organization, and when they are given autonomy, they work even harder by detecting problems, generate great ideas for their solution and contribute towards improvement of the organization (Dhar, 2016). Furthermore, it was explained that employees having greater autonomy are creative and engage in activities that that improve

the work and efficiency in organization (Wang & Cheng, 2010). Employees who have great enthusiasm for work, will tend to always give their advice to improve the performance of organization. Contrary to this, employees who low autonomy, will not be ready to take risk or challenges in organizations, because they know their decisions might affect their job (Wang & Cheng, 2010).

Leaders which provide job autonomy that is needed by the employees for specific job, encourage employees to work harder. Employees got the flexibility to carry out their work accordingly. Thus, employees enjoy their work, and this enjoyment for working is actually the employees internal need, it gives them satisfaction (Liu et al., 2011). Employees having autonomy always show their devotion to their work to complete their tasks perfectly, they can even challenge the status quo to offer their productive ideas for the organization. While on the other hand, low autonomy restricts the employees from their freedom of working style and limits them in decision making (Man & Lam, 2003).

The research about work stress indicated that employees lacking autonomy is quite challenging for them. They tend to experience greater level of work stress, especially when working in non-work hours. Dealing with work or messages and emails that are related to work in off time, can be stressful for employees and they have no control in responding towards high demands of job. While it can be seen that employees who have greater autonomy, can make their decisions, and arrange their work according to their flexibility, thus have low job stress (Day et al., 2012; Esmaeilzadeh and Sambasivan, 2012; Kraan et al., 2014).

Research have indicated that when the technology use is high in organizations, negative outcomes are expected to be arise. But these negative outcomes specially related to stress levels can be minimized by proving autonomy to employees. They have independence in their worktime schedule, can acquire sufficient resources and have control over their tasks (Chesley, 2014; Salanova et al., 2013). High job demands leads to higher level of stress as well, so when employees have autonomy, they have ability to prioritize their work, and thus can handle their stress well. High job autonomy enables employees to disengage themselves from work in off time and focus on relaxing and recovering from workloads (Ahuja & Thatcher, 2005).

Previous studies have explained that autonomy, workloads, and work-life balance can predict the performance of the organization (Doherty, 2010; Shuck, 2011). According to work spillover theory, the spillover effects of work or family can cross boundaries and can interfere with the roles of the other domain.

Positive attitude of employee at work for example employee feeling satisfied with his work, or sense of achievement can lead to positive spillover effect in home. While on other hand negative experience like stress and exhaustion from work can lead to negative spillover effect at home (Hanson et al., 2006; Xu, 2009). Organizational culture is equally important. Organizations which have greater concern for employees tend to give them autonomy, thus, employees have time flexibility to complete their tasks. They can manage that when and where works needs to be done (de Sivatte and Guadamillas 2013).

Research indicated that a supported work environment can have positive outcomes. Work environments that provide employees the opportunity of flexibility in scheduling their work can help employees to decide their work accordingly. Thus, autonomy of having flexibility provides an opportunity to employees to balance work and life. In results, improved work-life balance can lower the work-family conflicts (Ferguson et al., 2016). Consequently, when organizations make policies that support the employees well-being, employees feel motivated towards their work. When employees enjoy autonomy, flexible time and working styles encourage employees to be enthusiastic. Thus, they have resources such as time and energy to be utilized with family. Resulting in overall positive work-life spillover (Nizam & Kam, 2018). Job autonomy helps employees to maintain the boundary between work and home domains. Studies suggested that the role conflict of an individual should be minimized for effective working. Employee working in off time can prioritize their family responsibilities over their work, for balance (Allen et al., 2014). So, employees who have autonomy can easily create a wall between work and family roles. The high demands from work such as increased telepressure makes harder for an employee to stop thinking about work during off-time. So, when an autonomy is given, employee have power to make and alter decisions and to complete his job tasks on his own. Employee can then easily detach himself from

the work when needed and can pay attention towards his family responsibilities. Thus, following hypothesis is proposed:

H5: *Job autonomy moderates the relationship between workplace telepressure and psychological detachment such that high job autonomy will strengthen the relationship.*

2.8 Theoretical Framework

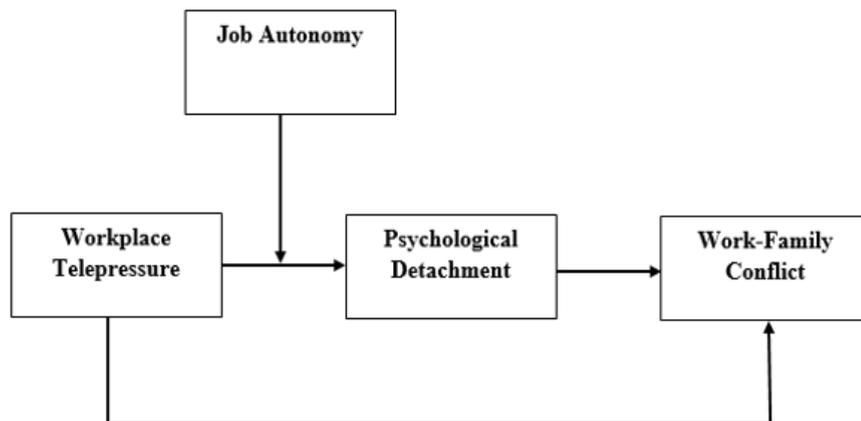


FIGURE 2.1: Research model of workplace telepressure and work-family conflict: mediating role of psychological detachment and moderating role of job autonomy

2.9 Research Hypotheses

Hypothesis 1:

Workplace telepressure is positively related to work-family conflict.

Hypothesis 2:

The workplace telepressure is negatively related to employee psychological detachment.

Hypothesis 3:

Psychological detachment is negatively related to work-family conflict.

Hypothesis 4:

Psychological detachment mediates the relationship between workplace telepressure and work-family conflict.

Hypothesis 5:

Job autonomy moderates the relationship between workplace telepressure and psychological detachment such that high job autonomy will strengthen the relationship.

Chapter 3

Research Methodology

Research methodology is done to find solutions for the research problems. This chapter of our study includes the methods used for analyzing the data. The approach used in this chapter depends upon the theoretical background of the relationships. This chapter used the methodology to explain the impact of workplace telepressure on work-family conflict with mediating role of psychological detachment and moderating role of job autonomy. This chapter tends to explain the population, sample and sampling techniques used in our research. Furthermore, it concerns for the validity and reliability of the variables.

3.1 Research Approach

Research approach explains about the validity and generalizability of the study. The research approaches are of two types, namely qualitative study, and quantitative study. Of the two approaches, one must be used. The qualitative approach of research is widely used in social sciences research. Studies which require exploration focuses on qualitative approach.

In this approach, researcher gives the detailed explanation of ideas, information, items, or events. This approach requires in-depth knowledge. This approach utilizes the ideas, motivations and opinions provided by the researcher for finding the problem. The information obtained can be even sometimes further utilized

in testing hypothesis for quantitative study. But this approach still has some drawbacks, as there are chances that researcher may be biased in representing the data or information. The biasness of researcher makes this approach misleading (Pride et al., 2008). On the other hand, quantitative approach is mostly applied in finance and economics. However, social science and other areas of research are also focusing on quantitative approach. This approach focuses on quantification and deals with numbers and figures for analyzation of data. The use of numbers makes research reliable, as chances of biased statements is eliminated. Thus, this research approach tends to provide more generalizability. The research has minimum deceptive aspects (Bryman & Bell, 2007). Our study also focused on applying quantitative approach. The main advantage is biasness level is reduced and high reliability and generalizability of data is given (Zikmund et al, 2003). Our study is quantitative in nature.

3.2 Research Design

Research designs explains about the overall strategy that is being used to conduct the research. It gives the detailed explanation of the data, the collection, interpretation, or analyzation. It explains the purpose of the study, type of investigation, study setting, data collection, time horizon, and measurement.

3.2.1 Purpose of the Study

The purpose of our study is hypotheses testing. The main aim is to test the theoretical relationships among variables, that whether workplace telepressure leads to work-family conflict or not.

3.2.2 Type of Investigation

The literature of our study explained that increase in workplace telepressure will tend to cause more work-family conflicts. So, telepressure is causing work-family conflicts.

3.2.3 Study Setting

The setting of the study was non-contrived. The involvement of researcher was minimal. The data was collected in natural settings.

3.2.4 Data Collection

The collection of the individuals which are the main focus of the study, explains the population. The following lines explains the data collection method and sampling technique used in our research.

3.2.4.1 Procedure

Survey method was used to conduct data collection. Almost 550 questions were distributed in private sector working employees. Individually going to different organizations and arranging a meeting with managers was done. In meetings, the managers were informed about the purpose of our study. And it was ensured to them, that data collected will only be used for academic purposes only. After permission granted from organizations, questionnaires envelopes were distributed among the employees. The envelopes consist of questionnaire, the objective of the study and pen to complete the survey. The employees were given enough time and privacy so that they can easily complete their responses. Furthermore, employees were ensured about confidentiality of the data. It was explained to them that the secrecy of the responses will be maintained. Employees completed the forms and returned in their envelopes. Out of our 550 questionnaires, 235 questionnaires were of no use and were discarded. It because 235 questionnaires almost half were unfilled and were totally blank, 26 questionnaires were half filled.

Respondents didnt check the backside of the form. Almost 12 questionnaires were not seriously responded by the employees, they either selected neutral option for all questions or just randomly tick the items without reading them. And 80 questionnaires we never returned to us. The respondents showed irresponsible behavior by not returning the forms. Remaining 315 questionnaires were used for the analysis of the data. Response rate was almost 57%.

3.2.4.2 Population

Our study chooses the private sector organizations for the collection of data. And further in private sector companies we selected the service sector companies and especially where ICT technology usage was high.

The reason for selecting private sector was that in private sector organizations there are always great demands in daily work. Because employees have to deal with customers and meet their daily expectations. Thus, these sectors are highly stressful and pressurized with workloads.

The high technology organizations are focusing on working with flexibility and employees are expected to receive work tasks even after their duty hours, in contrast with manufacturing organizations. As result, employees of private service sectors tend face difficulty of managing work and life together.

They feel pressurized and stressed due to work loads and demands. It is due to prolonged working hours, tough schedules and role expectations from different domains are high. Thus, employees got less time for detachment from work and less power in decision making to utilize their energy and time for other activities.

3.2.4.3 Sampling Technique

Our research focused on non-probability technique for making the sample. In this approach, not every individual is given equal chance for selection.

Further, in non-probability sampling we focused on convenient sampling and snowball technique. We chose these sampling methods as they are most easy and convenient for us. The preference for this sampling technique is done when researcher has time and budget constraints (Cooper & Schindler, 2007).

Convenient sampling can be regarded as individuals are chosen by researcher that are easily accessible to them. And in snowball technique, we ask recommendations from some already selected individuals to guide us to other individuals who met our criteria for data collection. These techniques are easiest, affordable and less time consuming for the researcher.

3.2.4.4 Characteristics of Sample

1. Gender

The above table shows that in sample of 315, 238 were male respondents and 77 were female respondents. And in terms of percentage 77% were and 22% were female, indicating male respondents were thrice than female.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percentage
Male	238	77.5 %
Female	77	22.5 %
Total	315	100%

2. Age

It can be seen from below table, that maximum respondents were from the age group of 26-30 years of age, which composites about 44.8 percent of the

TABLE 3.2: Frequency by Age

Age	Frequency	Percentage
20-25	75	23.8 %
26-30	141	44.8 %
31-35	61	19.4 %
35-40	27	8.6 %
Above40	11	3.5 %
Total	315	100%

total. 75 respondents were from age group of 20-25, almost 24% of the total. 61 respondents were from 31-35 age group, 27 were from 35-40 group, 11 were from above 40 age group. It can be seen that organizations mostly comprising of young talented employees.

3. Qualification

The below table shows that mostly respondents were having masters degree. They constitute about 43% of total and were 135 in number. MS/MPhil

respondents were 85 and were almost 27%. Only 83 respondents were having bachelors degree in their qualification and lastly few were having PhD degrees, constituting about 4% of the total sample.

TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percentage
Bachelors	83	26.2 %
Masters	135	42.6%
MS/ MPhil	85	26.8 %
PhD	12	3.8 %
Total	315	100%

4. Experience

Below table shows that maximum respondents were having experience of 4-6 years, they make up almost 39% of the sample. Secondly, 122 respondents were having 1-3 years of experience and 38% of sample. And 35 respondents were having experience of 7-9 years and respondents having above 10 years experience were also 35 in number and makes up 11% of the sample.

TABLE 3.4: Frequency by Experience.

Experience	Frequency	Percentage
1-3 years	122	38.5%
4-6 years	123	38.8%
7-9 years	35	11.0%
10 years and above	35	11.0%
Total	315	100%

3.2.5 Time Horizon

Our study used the cross-sectional method for collection of the data. Cross-sectional methods help researcher to collect data about every variable at a same

time. Due to time constraint, we used this method, as time-lag study is not feasible for us due to limitation of time. Almost two months were spent to collect data from 315 individuals working in private sector organizations of Rawalpindi and Islamabad.

Time-lag can minimize the chances of common method biasness, but our research didn't have ample time and also response rate was very low. Individuals were not ready to give responses again and again. So, we prioritize cross-sectional method.

3.2.6 Measures

To collect the data questionnaire forms were used. Questionnaire can be termed as instrument as it is a measuring tool for measuring variables. Our questionnaire consists of four demographic variables age, gender, qualification, and experience. Furthermore, there were 26 items of our four variables.

3.2.6.1 Workplace Telepressure

To measure workplace telepressure, eight-item measure developed by Barber and Santuzzi (2015) was used. The employees were asked to evaluate their personal experience about the communication based on message and email, regarding their work.

Example items were I feel a strong need to respond to others immediately and I can concentrate better on tasks once I've responded to my messages, which were rated on a Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

3.2.6.2 Psychological Detachment

Psychological detachment from work during off-job time was assessed by Sonnentag and Fritzs (2007) four-item, 5-point scale.

Sample items included: During my nonwork time, I distance myself from work, and During my nonwork time, I don't think about work at all. Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

3.2.6.3 Work-Family Conflict

Work-to-family conflict was measured using a five-item subscale developed by Netemeyer et al. (1996).

Sample items include: The demands of my work interfere with my home and personal life and Things I want to do at home do not get done because of the demands my job puts on me. Likert scale ranging from 1= strongly disagree to 5 = strongly agree.

3.2.6.4 Job Autonomy

Job autonomy was measured with the Autonomy subscale of the Work Design Questionnaire (WDQ) (Morgeson & Humphrey, 2006). The questionnaire consists of 9-items. Sample items include, The job gives me a chance to use my personal initiative or judgment in carrying out the work. Likert scale ranging from 1= strongly disagree to 5 = strongly agree.

3.3 Tool for Analysis

The analysis of the data was done through the statistical package for the social sciences (SPSS). SPSS is one of the most popular statistical packages which can perform highly complex data manipulation and analysis with simple instructions.

The reliability, descriptive analysis, demographic analysis, regression, correlations, mediation analysis and moderation analysis were run to check the hypothesis of the study.

3.4 Pilot Testing

Pilot study is done on small sample size, to check the instrument for the further data collection process. Pilot study can help in examining the validity of the variables (Van, Teijlingen & Hundley, 2001). It is done before collecting the actual

data, to see the respondents point of view and to check if questions are easily understood to them or not.

TABLE 3.5: Reliability of pilot testing

Variables	No. of items	Cronbachs Alpha
Workplace Telepressure	08	0.73
Psychological Detachment	04	0.88
Work-Family Conflict	05	0.76
Job Autonomy	09	0.93
N=40		

The pilot study is usually done on 40-50 random respondents, and further reliability of the responses is checked. The value of Cronbachs alpha should be 0.7 or above to be acceptable (Hair et al., 2006). The above table shows that pilot study done on sample of 40 respondents, the reliability is in acceptable range. All values are greater than 0.7. So, it gave us further indication that further analysis can be done on complete sample of 315 respondents.

3.5 Reliability of the Scales

Reliability is done to check the internal consistency of the items of a variable. It tells us that how items of variable are closely related. The value of Cronbach alpha must be 0.7 or above (Hair et al., 2006). The above table shows all the values of the variables. Workplace telepressure consists of 8 items and the Cronbach alpha is 0.82, psychological detachment has 0.72 alpha, work-family conflict has 0.74 and job autonomy has 0.83 Cronbach alpha. All values are above 0.7, so all values are in acceptable range so we can say our data is reliable and further computations can be done.

3.6 Research Ethics

Ethics defines the right and wrong. There are many things that should be considered while conducting a research, especially when dealing with the data. Our

TABLE 3.6: Reliability Analysis

Variables	No. of items	Cronbachs Alpha
Workplace Telepressure	08	0.82
Psychological Detachment	04	0.72
Work-Family Conflict	05	0.74
Job Autonomy	09	0.83
N=315		

research focused on following the research ethics strictly. Firstly, respondents were made assured about the research topic. The purpose of the study was clearly explained to them. It was made clear to them that the collection of the responses is only for the academic purposes and will not be used for something else. Meetings were done with organizations heads and supervisors, and after the agreement, questionnaires were handed to the employees, to be filled by them in privacy. The confidentiality of the data was maintained, and respondents were given surety of secrecy of the data.

Furthermore, data was collected in normal settings. Employees who were willing to fill the forms were handed forms, while other employees who didnt show willingness to give data, were not forced. The respondents were provided the ample time to complete their questionnaires, so they have time to read every question properly and respond accordingly. During the data collection process, we didnt try to interfere respondents, rather we remained neutral and unbiased. Personal conceptions or opinions were not exchanged with respondents. Despite having so much cooperation with respondents, some respondents showed irresponsible behavior, some didnt return our questionnaires while others filled the questions without reading them properly, they were just ticking options randomly. But overall, this can be neglected, as none of them misbehaved or used any bad wordings.

3.7 Confirmatory Factor Analysis (CFA)

IBM Amos software was used to analyze the fit indices among the variables. It tells us about the model that either it is acceptable or not. If model of the study

is acceptable than further analysis can be done otherwise not. First the validation of the constructs is important, then we go for hypothesis testing. We calculated the fit indices such as chi-square, IFI, TLI, CFI and RMSEA. These indices have acceptable range of values which tells about model fit.

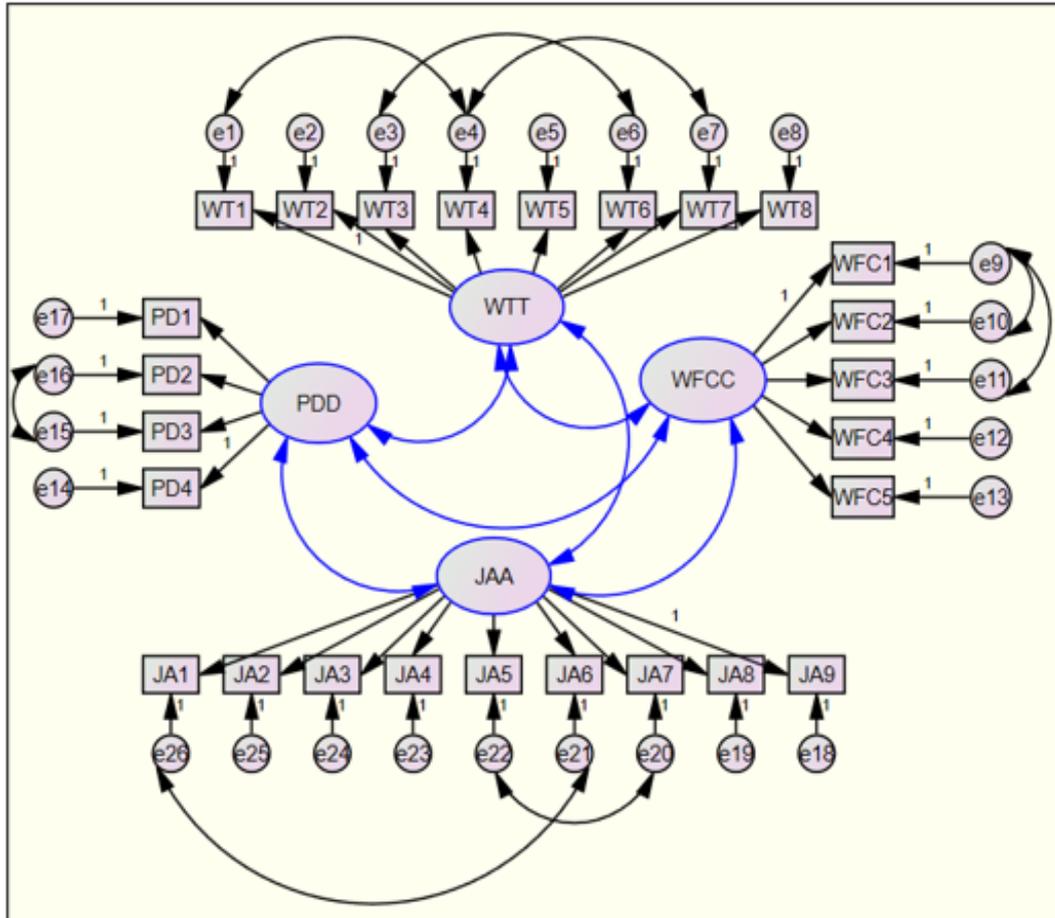


FIGURE 3.1: Confirmatory Factor Analysis (path diagram)

TABLE 3.7: Confirmatory Factor Analysis of Measurement Model

	CMIN/ DF	IFI	TLI	CFI	RMSEA
Initial model	1.763	0.796	0.897	0.882	0.045
Modified model	1.566	0.923	0.911	0.902	0.042

According to (Byrne, 1994), the values for comparative fit index (CFI) and Incremental fit index (IFI) should be greater than 0.90. the CFI tells us about that variance that occurs between the actual data and the hypothesized model. The Tucker Lewis index (TLI) values must also be greater than 0.90 or 0.95, larger the

values greater will be fit (Hu & Bentler, 1995). The Chi-square explains about the association between dependent and independent variables, and acceptable value for Chi-square must be less than 2 or 3 (Kline, 1998; Ullman, 2001). The root mean square error of approximation (RMSEA) explains that how far is the hypothesized model is from the perfect model, the smaller values are more acceptable. It should be lower than 0.8 or more preferably lower than 0.5 (Stieger, 1990). The above table shows that values before drawing covariances, values were not much in range but after drawing covariances in the model, the values improved, and model becomes fit for further analysis. No items of variables were deleted. All the values lie in acceptable range. Overall model is fit so further analyses can be conducted to find whether the different paths are significant or not.

Chapter 4

Analysis and Findings

We used SPSS software to conduct the analysis, to test our hypotheses. This chapter tends to analyze everything very critically. Analysis includes the descriptive analysis, normality analysis, correlation analysis, mediation, and moderation testing.

4.1 Control Variables

One-way ANOVA test was run in SPSS, to check the effect of control variables. The purpose of this is to find whether control variables influence dependent variable i.e., work-family conflict, or not. According to studies. The demographic variables such as age, gender, experience, qualification can influence the variables of the study (Allworth & Hesketh, 1999). If their impact is found significant, then these variables must be controlled, otherwise it will impact the relationships of the study.

TABLE 4.1: Control Variables

Control variables	F-value	Significance
Gender	1.273	0.158
Age	0.932	0.575
Qualification	0.996	0.477
Experience	1.353	0.107

The above table analyzes the effect of gender, age, qualification, and experience. The results shows that all demographic variables show high insignificance, as p-value is much greater than 0.05. So, we can say that there is no significance thus no requirement to control theses demographic variables.

4.2 Descriptive and Normality Analysis

The descriptive analysis of the data helps us to deal with a large data, in a realistic way (McDowall & Saunders, 2010). The mean values explain about the inclination of the data. It explains about the responses, that where most of the responses lie. From table above, it can be seen that the mean values for all variables lie in range of 3, explaining that most of the responses from respondents were towards neutral. They neither agree nor disagree much with statements of the questionnaire. For job autonomy it can be seen that its mean value is low i.e., 2.08, showing that most of the responses were towards disagree option. It explains that respondents didnt have much autonomy towards their job.

TABLE 4.2: Descriptive and Normality Analysis

Variables	Mean	Standard Deviation	Skewness	Kurtosis
Workplace Telepressure	3.68	0.86	0.07	-0.19
Psychological Detachment	3.74	0.97	0.26	-0.39
Work-Family Conflict	3.73	0.92	0.08	-0.53
Job Autonomy	2.08	0.74	0.67	0.89

Next the standard deviation explains about deviation, that how much responses are in deviation from average point. It is important to notice the deviation, as it indicates about the outliers, higher the deviation, more will be the outliers in data. Outliers must be dealt accordingly otherwise they tend to disrupt the data. The value for standard deviation must be lower than one. The table above shows that all values are below one, and in range of 0.7 to 0.9. Lastly, the skewness and kurtosis also known as normality test. They explain about whether the data is normally distributed or data scattered.

Skewness explains the symmetry of data and kurtosis explains about normal distribution. The value of skewness is from -1 to +1. Above table shows that all values are in range, as values for workplace telepressure, psychological detachment, work-family conflict and job autonomy are 0.07, 0.26, 0.08 and 0.67, respectively. And kurtosis values must in range of -3 to +3. Above table shows that all values are in acceptable range, as values for workplace telepressure, psychological detachment, work-family conflict and job autonomy are -0.19, -0.39, -0.53 and 0.89, respectively. Thus, overall, the data is normally distributed.

4.3 Correlation Analysis

The Pearson product-moment correlation is applied, and it explains about the relationship between the variables. It a single number which explains relationship, it indicated about strongly pairs of variables are related. The acceptable value for correlation lies in range of -1 to +1. Values ranging from 0.10 to 0.29 represents the weak or smaller correlation between variables. The values lie in range of 0.30 to 0.49 indicates about the moderate correlation and values ranging from 0.5 to 0.8 shows that there is strong correlation (Cohen, West & Aiken, 2014). The values above 0.8 explains that the variables are highly correlated, the pair is strong enough to be represented as a single variable. Thus, it shows the error of multicollinearity. And this error must deal accordingly by applying different tests to minimize it. Otherwise, error of multicollinearity will affect the correlation of other variables.

The above tables shows that the correlation between workplace telepressure and psychological detachment is -0.760 and its significant value. The value indicates that it is a strong relationship as it lies in range of 0.5 to 0.8. further, the negative sign indicates about the negative relationship between variables. As workplace telepressure increases the psychological detachment from work decreases. The correlation between workplace telepressure and work-family conflict is 0.655 and it is also significant value. The value also lies in range of strong relationship. And its positive sign indicates the positive relationship between variables.

TABLE 4.3: Correlation Analysis

Variables	Workplace Telepressure	Psychological Detachment	Work-Family Conflict	Job Autonomy
Workplace	1			
Telepressure				
Psychological	-0.760**	1		
Detachment				
Work-Family	0.655**	-0.698**	1	
Conflict				
Job Autonomy	0.008	0.477**	0.003	1

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

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

As workplace telepressure increases the work-family conflict tends to increase as well. The correlation between psychological detachment and work-family conflict is -0.698, also a significant value.

This value lies in strong correlation range as well. The negative sign explains the negative relationship, as the increase in psychological detachment from work can minimize the work-family conflict. The job autonomy and workplace telepressure shows an insignificant value, indicating there is no such relationship between these two variables. Job autonomy and psychological detachment from work indicates a moderate relationship, as value is 0.477. Positive value indicates that increase in autonomy will increase in psychological detachment from work. Job autonomy and work-family conflict indicates an insignificant value. There are always chances or error in data. The p-value indicates the significance value, and it explains the chances of error that might occur in data. There will be 1% chance of error in data if the p-value is smaller than 0.01, and hypothesis will be accepted at 1%. Similarly, if p-value is smaller than 0.05 then there will 5% chances of error and hypothesis will be accepted at 5%. Lower values for error are always preferred in research studies. The above table shows that all significant values are at 1% chance of error.

4.4 Testing Theoretical Relationships

To analyze the theoretical relationships, mediation, and moderation, we used PROCESS macros tool by Hayes 2012. This tool applies the technique of bootstrapping, in which random samples are made from the data to calculate the desired statistic in each sample (Preacher & Hayes, 2004; Shrout & Bolger, 2002). To test the mediation relationship of psychological detachment between workplace telepressure and work-family conflict, we used model 4. And to test moderating effect of job autonomy between workplace telepressure and psychological detachment, we applied model 7 of Process macros.

4.4.1 Mediation Analysis

There are three steps in analyzing the mediation by model 4. In step one, the relationship of independent variable on dependent variable is considered. The effect is considered without the presence of mediator. It is called the direct effect

or path-C. The second step focuses on the relationship of independent variable towards mediator, also known as path-a. In last step, the relationship if independent variable on dependent variable with the presence of mediator is considered. This is known as path-c. The table above shows that the workplace telepressure is a significant predictor of work-family conflict. As it brings about 10 units change in work-family conflict (path-C). With increase in one unit of workplace telepressure the work-family conflict will change up to 10 units. Its a positive and significant value, confirming the positive relationship of workplace telepressure and work-family conflict. Thus, our first hypothesis of the study i.e., Workplace telepressure is positively related to work-family conflict, is supported.

TABLE 4.4: Mediation Analysis

Predictors	SE	t	p	R^2	F
Path a					
X to M	-0.85	0.04	2.75	0	94.35
Path b					
M to Y	-0.063	0.02	2.59	0	42.13
Path C					
X to Y	0.10	0.01	5.69	0	68.12
Path c					
X to Y	0.04	0.02	9.61	0	42.13
Bootstrap for indirect effect			SE	LLCI	UPCI
				(95%)	(95%)
Psychological Detachment		-0.0536	0.024	-0.1058	-0.0094

X = Workplace Telepressure, Y = Work-Family Conflict, M = Psychological Detachment, LL = lower limit; CI = confidence interval; UL = upper limit. N = 315; Unstandardized regression coefficients are reported

Considering the path-a, the impact of independent variable on mediator is also significant. Workplace telepressure is a significant predictor of psychological detachment. The value -0.85 shows that there will 85 units change occur. With every 1 unit increase in workplace telepressure, the psychological detachment will increase by 85 units. The negative sign of value confirmed the negative relationship

of workplace telepressure and psychological detachment, the higher the telepressure from work, lower will be chances for detachment from work. Thus, our second hypothesis i.e., The workplace telepressure is negatively related to employee psychological detachment, is supported.

Path-b, which is from mediator to dependent variable is also significant. The table above shows that psychological detachment from work is significant predictor of work-family conflict. The value -0.063 explains that there will be change of 6 units in dependent variable. With every 1 unit increase in psychological detachment, the work-family conflict will increase by 6 units. The negative sign confirms the negative relationship, lower detachment from work can lead to more work-family conflicts. Thus, our third hypothesis i.e., Psychological detachment is negatively related to work-family conflict, is supported.

The total effect of independent variable on dependent variable in presence of mediator is shown in the table i.e., 0.04. With the presence of mediator, workplace telepressure will bring about 4 units change in work-family conflict. The indirect effect of workplace telepressure on work-family conflict through psychological detachment is significant as values of UPCI and LLCI are -0.1058 and -0.0094 respectively. As both values are negative, and no zero occur in between them, hence confirming the mediation in model. The direct effect and indirect effect sum up to make the Total effect. Hence with presence of mediator, the total effect value decreases, as the sign of indirect effect is negative. Furthermore, both direct effect and indirect effect are significant confirming there is partial mediation. Hence, the hypothesis 4 of our study, i.e., Psychological detachment mediates the relationship between workplace telepressure and work-family conflict, is supported.

4.5 Moderation Analysis

To analyze the moderating role of job autonomy, we used model 7. The above table shows that the job autonomy is insignificant as moderator. The LLCI and ULCI have values -0.155 and 0.083 respectively, indicating that both values have opposite signs and zero occurs in between these values. Furthermore, the p-value

shows the insignificance of the moderator, as value is more than 0.05. So, our final hypothesis of study i.e., Job autonomy moderates the relationship between workplace telepressure and psychological detachment such that high job autonomy will weaken the relationship, is not supported.

TABLE 4.5: Moderation Analysis

	β	SE	t	p	LLCI -95%	UPCI -95%
Constant	0.0248	0.38	0.642	0.52	-0.5127	1.0101
Int-term	-0.0376	0.6	-0.627	0.53	-0.1556	0.0803

N = 315, Workplace Telepressure x Job Autonomy = int-term

4.6 Hypotheses Result Summary

TABLE 4.6: Hypotheses Result Summary

Hypothesis	Statements	Status
H1	Workplace telepressure is positively related to work-family conflict.	Supported
H2	The workplace telepressure is negatively related to employee psychological detachment.	Supported
H3	Psychological detachment is negatively related to work-family conflict.	Supported
H4	Psychological detachment mediates the relationship between workplace telepressure and work-family conflict.	Supported
H5	Job autonomy moderates the relationship between workplace telepressure and psychological detachment such that high job autonomy will strengthen the relationship.	Not Supported

Chapter 5

Discussion and Conclusion

5.1 Discussion

The purpose of our study was to test the hypotheses, which were based on the theoretical background. Our study focused on the relationship of workplace telepressure and work-family conflict. In addition to this, psychological detachment from work was considered as mediator and job autonomy was taken as moderator. The chapter aims to focus on the critical discussion on the results that were reported in previous chapter 4. Further, this chapter tends to evaluate the relationships and the findings from analysis. Overall, it will link the current study with the previous studies and will explain that how much our study is in matching or deviates from the previous concepts of variables. In last, the prior discussed objective of the study will be linked with hypothesis to guide our discussion so that theoretical contributions and practical implications can be drawn.

5.1.1 Hypothesis 1

The first hypothesis of our study was “*Workplace telepressure is positively related to work-family conflict*”, is supported by our findings. The proposed hypothesis in line with previous studies. The previous studies highlighted that the increase in demands from work can consume more time and energy of employee, and employee have limited resources. So, when demands increases, employee is not able to fulfil

his other activities such as family roles, hence giving rise to work-family conflicts. Organizations are focusing on providing work flexibility to employees. thus, employees are allowed to work from home as well. But this is leading to increase demands and workover load. As employees receive work throughout their day, they feel pressurized by work. When employees feel pressurized from the demands of their jobs, they cant invest more time and energy for other household activities, because more energy is used to deal with work demands rather than enjoying the other activities which helps the recovery processes (Grawitch et al., 2010). Thus, employee use his resources to cope with telepressure, and less resources are left for recovery activities (Newman et al., 2014).

The employees who experience workplace telepressure depicts a convincing motivation to answer work messages instead engaging themselves in other activities. It is observed employees are more sensitive and caring towards their family and leisure time. But the high telepressure from work unable them to spend good time with family, causes the inability to utilize their energy and time on other household tasks and relax their mind. This feeling of being pressurized from work leads employees to dissatisfaction from work and work-life balance (Grawitch et al., 2010). Further, low recovery from daily hassles of work leads to conflicts and affects the mental well-being of the individual (Newman et al., 2014).

When telepressure from work increases, employees face the difficulty to balance their work and family. So, higher telepressure is linked with work-life balance, employee satisfaction and effectiveness at roles. The workplace telepressure is also related to work-family spillover. Higher workplace telepressure can lead to negative spillover effect and disrupts the employee free time. Our study findings are in constant with past studies.

As past studies indicated that a strong need to reply to work based email and messages, provides the strong basis for negative outcomes such as stress. When employees perceive that their availability is required to complete the work-related tasks, regardless of time and place they feel burdened. High ICT demands always require the high responsiveness, leading employee to perceive high workplace telepressure. Workplace telepressure is associated with negative outcomes such as

stress and exhaustion. This leads to the concept that high workplace telepressure consumes the resources of the employees and they have fewer resources left at the end of the day to complete rest of responsibilities. This is in line with the recovery model, which explains that when individual fail to detach from work thoughts, there will be low recovery from daily work hassles. Thus, affecting the ability of employees to replenish their resources such as time and energy for non-work activities (Demerouti et al., 2009). Our results supported the past literature that when workplace telepressure is high, employees fail to fulfil demands of both domains i.e., work and home, ultimately leading to work-family conflict.

5.1.2 Hypothesis 2

The second hypothesis of our study was “*The workplace telepressure is negatively related to employee psychological detachment*”, is also accepted. This is in accordance with past studies, when telepressure from work increases, employee find it difficult to detach themselves from work. It could be due to many reasons that, employee may not have enough ability to leave the work behind and focus on other activities. Employees may not have autonomy to design their work schedules. They may have high job insecurity, which forces them to work even after the work hours.

The workplace telepressure always gives rise to negative consequences. Studies explained that increased level of workplace telepressure will hinders the recovery processes on employee. The reason is that due to response to higher demands of work, to maintain the flow communication and to get the work done, employee feel occupied with the work thoughts and unable to detach himself from work (Day et al., 2010). The prolonged work demands even in non-working hours and continuous response from employee towards these demands affects the recovering process of the employee. Psychological detachment is one of recovery processes, and this detachment can be enhanced by leaving the work behind and not thinking of it in non-working hours (Sonnetag and Fritz 2007). The increase pressure from ICT related messages and emails, makes the work as an inescapable for employee. Thus, it affects the detachment from work, which is much needed after daily workloads,

as a result ruining the recovery processes of employee (Barber & Santuzzi, 2015). So, increase workplace telepressure is linked with low psychological detachment from work.

5.1.3 Hypothesis 3

The third hypothesis of our study was “*Psychological detachment is negatively related to work-family conflict*”, is supported as well. Our study findings matched with previous studies. Past research highlighted that work stressors tend to decrease the employee psychological detachment (Sonnentag, Kuttler, & Fritz, 2010). The Examples includes high demands and workplace telepressure are considered as major reason for stress. The stressors tend to decrease the potential resources of the employees thus leading to negative emotions and attitudes. Employee failing to psychologically detach himself from work during non-work hours leads to several negative outcomes, and work-family conflict is one of it (Dettmers, 2017). So, when employees feel unable to detach from work thoughts in their off time, they feel pressurized and stressful due to high expectations of job. Employees have continuous thoughts about work that feel need to be connected to their work. High availability towards work-related messages and emails unable employee to mentally distant himself from work. Thus, more resources are consumed to manage work, employee are left with little energy. Psychological detachment is thus very important, as it helps employee to recover from work thoughts. When employees fail to switch-off mentally from work thoughts, they tend to involve in increased work-family conflicts (Huyghebaert et al., 2018).

Psychological detachment is important as it helps employee in replenishing their resources, which were lost during day to deal with work related issues. These replenishments are required to meet the other responsibilities of personal lives. On the other hand, when mind is already occupied with work thoughts such workplace telepressure, it may give rise to negative emotions and attitudes at home, resulting in occurrence of work-family conflicts. Furthermore, work thoughts and high responsiveness towards work related messages during non-work hours makes employee unable to detach from work. It led employees to continuous think of both

domains, and employees feel that work demands are interfering with home roles. Time spent to deal work issues during off time, can be utilized in other personal activities such as spending quality time with family or friends. Employees who manage to switch off mentally after work are more likely to be happy and have reduced negative emotions such as stress and exhaustion.

In particular, when employees spent more time in work-related thoughts in non-work hours, leads them to face time-based work-family conflict. While employees who are unable to detach themselves from work because of pressure, may face stress that results in difficulty to detach mind from work, overall resulting in low participation in family activities leading to stress based WFC. And lastly, poor detachment from work makes employee to depict work behaviors even at home, but these behaviors are not in accordance with family roles, thus behavior based WFC arises.

5.1.4 Hypothesis 4

The fourth hypothesis of our study was “*Psychological detachment mediates the relationship between workplace telepressure and work-family conflict*”, is supported as well. The findings are linked with previous studies which mentioned that increased workplace telepressure is associated with negative well-being of employee. Employees tend to make more psychological complaints. Recovery from work hassles is requirement of the employees. When employees perceive workplace telepressure, they focus on their work and tend to ignore their psychological and physical detachment. Employees feel need to be constantly connected to their work, as their work thoughts haunt them even after working hours. Their minds are preoccupied with work thoughts and employees find it difficult to mentally switch off in evening. Thus, their recovery processes are affected, and resources doesn't get enough time to be replenished. Ultimately, resulting in higher stress levels, poor physical and mental well-being and decreased psychological health (Hu, Santuzzi & Barber, 2019). Furthermore, our findings are in consistent with previous studies that linked telepressure to work-family balance and satisfaction (Barber, Conlin & Santuzzi, 2019). However, we have discussed that workplace

telepressure is according to individual differences. Our research is conducted during the time of COVID-19, and most of the employees are working from home. Our participants of study could have different feelings regarding workplace telepressure. It is up to them that they manage their time effectively. And how they allocate their resources to the specific demands of both domains i.e., work and home.

Some participants have more self-control, and they prioritize their leisure time and easily detach themselves from work. While others may feel difficulty from disengaging from work due to unpredictable work demands. However, in this critical situation of COVID-19, majority employees faced workplace telepressure because expectations were quite high from their organizations. Study highlighted that the employee may have different feelings for workplace telepressure. As in current situation of country most employees are working from home tends to face more workplace telepressure as compared to those who work from office. The demands from job are usually higher for those who work from home, as organizations expect them to be highly responsive towards works. Employees feel pressure and obligation to respond to ICT messages quickly to fulfil expectations of promptly responding. This sums up explaining that higher workplace telepressure can lead employee stay connected to work. Employee cant detach from and eventually fail to meet other responsibilities. Thus, resulting in overall increase in work-family conflicts.

5.1.5 Hypothesis 5

The last hypothesis of the study was *“Job autonomy moderates the relationship between workplace telepressure and psychological detachment such that high job autonomy will strengthen the relationship”*, is not supported. The findings of our study dont match with our proposed hypothesis. Literature has discussed that when employees are given autonomy, they have control over their work. They can plan and make work schedules accordingly. This explains that employees having autonomy have access to more resources as compared to employees having low autonomy. They can leave their work behind when necessary and focus on their responsibilities of personal lives. Employees enjoy autonomy by working till its

appropriate, and when demands start rising and expected negative outcomes can be seen, employees easily switch off from their work (Day et al., 2012). Studies have also explained that autonomy can also act as a buffer against negative outcomes related to high work demands i.e., workplace telepressure (Chesley, 2014).

However, our results did not show much significance. During informal discussions with employees and their managers, we discussed about job autonomy. Employees explained that in private sector organizations, there is high insecurity. Employees do not have much control over their work, they have to do work according to organizational norms. In addition to this, IT companies have much greater workload, employees may be given flexibility by working from home, but again expectations of high responsiveness are always high. Employees are always facing work-family conflicts, as their role responsibilities interfere with different domains. Employees give reasons that the market is skill saturated, which increases the job insecurity. If an employee fails to fulfil the demands of organizations, they are fired.

Organizations are spending much time and money for recruitment of employees, but then heavy workloads and less autonomy, makes employees to question about their job. Employees continuously think of quitting their jobs, and search for new one. It is because employee mental well-being is disturbed because they do not have resources to recover from work issues. Organizations must focus on well-being of the employees, as well-being of employees is equally important for organization. If organizations focus more on health of its employees, then organizations will be able to achieve more goals and productivity will increase.

According to The Job Demand-Control model, the model discusses the two main dimensions of the work environment i.e. job demands and job control. The job demands generally refer activities such as great workloads, time pressures to complete the daily tasks, or may include dealing with conflicts with others opinion (Karasek, 1985).

While job control mainly mentions the decision power of the person at his job, the freedom to control or check his own work activities. Decision further consists of two components: skill discretion and decision authority (Kasl, 1996; Wall, Jackson, Mullarkey, and Parker, 1996). ICT jobs are usually high in demands and tends to

be more stressful. When a person has decision autonomy on his job, the stress is more likely to be reduced and there are increased chances of learning. According to the strain hypothesis, the jobs which are high in demand while low in control are most stressful. On the other hand, jobs which have greater demands also a high level of control results in better learning of the employee, helps employees in developing their skills and increases their motivation level for their work. Studies summarize that control or decision power can actually act as a buffer against negative impacts of high job demands.

The job-demand resource model explains that job resources are the physical or intangible aspects of job that help the employee to deal with the high job demands, help achieving organizational goals and lead to employees learning and development process. Hence, resources are not only necessary to deal with job demands and to get things done, but they also are important in their own way (Hobfoll, 2002). Resources can include decision power, coworkers support or even at organizational level like support from supervisors.

Maslach, Jackson, and Leiter (1986) in their structural model explained that when there is absence of job resources like decision, autonomy or social support, to cope up with the high job demands like work overloading results into a situation of job burnout which can have negative consequences like physical or mental illness, increased level of absenteeism, turnover, reduced commitment towards the job and can even lead to a negative spillover effect. A recent study explained that organizations that work on ICT systems, can limit the autonomy of employees.

The routines of employees who work in ICT based organizations have different routines from those who work in other organizations. This is due to the fact that employees working with ICT have increased work overloads (Gerten et al., 2018). Organizations prefer to give less autonomy to employees working in ICT based organizations. Because if employees are given autonomy, they tend to modify their schedules accordingly, and may delay the task fulfillment. On the other hand, employees who have less autonomy have no other choice but just to complete work on time effectively. Less autonomous employees can be more responsive towards ICT based messages or emails and may reduce the presence of uncertainties and

fluctuations in their workflow. Further previous studies indicated that workplace telepressure may increase stress for employees.

Employees working at higher positions may have higher autonomy in work, but also, they are pressurized with greater workloads. Also, for autonomous employee workplace telepressure may diminish the feature of autonomy rather enhancing it. High autonomous workers have more access to work and technology and will face difficulty dealing with other employees who have less autonomy. Because less autonomous employee working pattern is way more different than autonomous worker (Stich et al., 2018). Thus, employees get overburden with work and have increased level of stress, ultimately, leading to exhaustion and work-family conflicts.

Thus, it can be suggested that job autonomy will not always work same for all employees. Although our literature discussed that high job autonomy will help employee in psychologically detaching himself from work and ultimately reduce work-family conflicts. But our findings did not support our literature. It gives us understanding that different working environment will affect autonomy of employees. So, job autonomy will not act moderator between workplace telepressure and psychological detachment.

5.2 Conclusion

The current study focused on contributing towards literature, by highlighting the emerging issue in todays organizations i.e., workplace telepressure. As many studies already discussed this issue, still large gaps exist which require further dedication to understand the concept. Previous studies focused on explaining the negative outcomes related to organization, our study focused on linking the workplace telepressure to negative outcomes at home. Our study aimed on linking that workplace telepressure can give rise to work-family conflicts. Further, it considered psychological detachment as mediator and job autonomy as moderator and provide theoretical contributions towards work-family spillover theory.

In today world of technology, the advancements and implementations of these technologies is increasing day by day. It is unlikely to consider that influence

of technology in our lives will ever decrease. Apart from many advantages the technology provides, there are always drawbacks along with. One such drawback is that the increase in telecomputing giving rise to increase workplace telepressure. The current study put emphasis on the negative effects of workplace telepressure and importance of psychological detachment. The ICT-based organizations focus on encouraging employees to be available for work. But if organizations only focus on employees dedication and high responsiveness, then they might achieve their goal in short-term but in long term they will lose the asset i.e., human capital. In sum, workplace telepressure is positively associated with work-family conflict.

Employees have opportunities to relax and recover from work such as psychological detachment, enjoy leisure time, control over work. These opportunities are associated with work-life experiences, workplace telepressure tends to affect these opportunities and disrupt their work-life balance. Our research suggested that workplace telepressure is one of the major factors that affects the employee recovery experiences, leading to negative spillover thus causing increased conflicts. Workplace telepressure is considered as demand of job and high responsiveness towards it leads to low recovery processes. Our study highlighted this important issue and draw an attention of policy makers to think about it seriously. We suggested implications for human resource practitioners that strategies must be made accordingly that support

5.3 Theoretical Contributions

Our study contributes towards the literature by discussing workplace telepressure with work-family conflict. The findings of study explained that organizations are highly dependent on technology for their communication and task accomplishment. This advancement in technology is blurring the boundaries of work and home domains. Thus, employees are expected to be available regardless of their time and place, this leads employee to perceive workplace telepressure. This telepressure results in increased work-family conflicts. Our study focused on explaining that increased telepressure can result in disruption of work-family balance and leads to

work-family conflicts. Our study considered on explaining the new theoretical framework by explaining the relationship of workplace telepressure and work-family conflict. In addition, psychological detachment was considered as mediator of the study and job autonomy as moderator.

Drawing from perspective of work-family spillover theory (Balmforth & Gardner, 2006), we know that spillover explains about the state transmission from one domain to another domain of life. This process is at the individual level, meaning that it occurs within person but in different domains (Bakker, Demerouti, & Burke, 2009). These transmission or flow can have both positive as well as negative impacts and can appear in both directions such as work to personal life or personal life to work.

The work-life conflict arises when demands from work interferes the home life or vice versa. Our study is only focussed on one direction that is work to family life. Studies explained that workplace is origin of telepressure, it can lead to positive or negative outcomes. The work-family conflict occurs when high demands from work are in contradiction to demands at home (Frone, Russell, & Cooper, 1992). When people bring strain, behaviors, or attitudes from work to home, and give their energy and time to work issues while being at home, negative outcomes and conflicts arises (Grandey, Cordeiro, & Crouter, 2005).

The conflict is usually due to high demands from work, as it is noted that that higher workloads can lead to different levels of work-family conflict. Our study results indicated that negative spillover occurs in family of employee when they are targeted with high workplace telepressure. When demands from work are high, they require more resources such as time and energy. Employees spent more time in completing their office task and thus left with lower levels of energy and motivation.

Employees becomes exhausted and stressed due to high expectations from work. Thus, this stress increases, and employee find it difficult to psychologically detach from work. Not able to find time to relax and recover, more work-family conflicts arise. This is in line with spillover theory that negative spillover will occur, when there is increased ICT demands. Our study explained that workplace telepressure

is actually stressor to employees and particularly it can be stated as high demands of the job. High time demands of job are always positively related to increased negative spillover of employee. The increase the in demands of the work and limited resources available to employees impacts the capability of individual to create their own resources, it results in effecting the outcomes in both home as well as work domain (Liao et al., 2019).

Workplace telepressure is time demand of organization, the expectations from employee are high, that how much time and effort will he dedicate to work (de Sivatte & Guadamillas 2013). It creates a standard for an employee, that employee who work more is more dedicated to his work as compared to others. When organization expects that employee must be available for prolonged period of time, their resources are consumed to fulfil the demands such as mood, time, energy.

Employees are left with fewer resources to deal with demands of their personal lives. If employees consider this situation as work standard, the demands and workload increase with time. It results in employee being unable to manage their time effectively, the insufficient time is not enough to fulfil other responsibilities. Thus, resulting in overall negative emotions and behaviors. This negative spillover effect may result in higher levels of depression, exhaustion, and conflicts with spouses.

Furthermore, our study considered job autonomy as moderator, connecting it to work-life spillover theory, it can be explained that employees who have autonomy over their job can easily manage their work schedules. They have power to draw a boundary between work and family life, thus they can prioritize their role responsibilities when needed. When employees have control over demands of job, they can easily psychologically detach from work, leaving behind their work thoughts in their off time. Thus, the negative spillover effect reduced and resulting in low work-family conflicts.

Job autonomy helps employee to preserve their resources such as time, mood, energy for other activities as well. Thus, higher job autonomy leads employee to positive spillover effect. So, the findings of study are aligned and contributed towards theoretical foundations of work-family spillover theory.

5.4 Practical Implications

There are several implications for the organizations, so that a healthy work-environment can be maintained. The human resource professionals must make strategies that support the well-being of the employees. The policy makers must take into considerations that work design and work schedules must be managed so that employees work effectively towards the organizations. The negative consequences of workplace telepressure and low psychological detachment from work are highlighted in our literature. Therefore, it is advisable that organizations must take steps to reduce negative outcomes of telepressure, that's why the implications are suggested.

As we know workplace telepressure leads to imbalance in work-family life and ultimately leading to work-family conflicts. The organization must focus on developing strategies to reduce workplace telepressure. It is suggested that organization can induce training programs towards supervisors, that they should support employees like family members. This supportive behavior from supervisors can help employees to easily communicate about the boundary rules. When there is ease in communication, employees can put forward their family demands in front of supervisor, during his non-work hours. In this way employees will feel easy to manage home demands without fear of being available all the time. Organizations must play part in making such an organizational culture which promotes ICT usage norms. There should be technological breaks for employees who rely much on the technology, especially when employees are working from home. Encourage employees to enjoy their lunch break and not to discuss or remain online for work in break times and off times. This will help in improving well-being of employees. Employees with their colleagues can emphasize upon cultural values and work-family roles and expectations. This must be communicated with managers so that a shared awareness regarding damaging effects of over usage of technology can be considered. In this way employees mental health can be improved, which is basically a good indication for organization. Organizations must execute strategies that discourages the unwanted work that keeps the employee to be available anywhere anytime. Work tasks must be managed within work hours so that employee

can psychologically detach himself in off time, which reduces the spillover effect from telepressure, and therefore, the work-family conflict can be minimized.

Furthermore, organizations must encourage employees to develop a strong boundary between work and home, so that responsibilities from both domains can be easily managed. And employees must set their priorities according to their role. They must tend to participate in activities that help them relax and recover. Employees must prioritize their leisure time during non-work hours. Organizations must focus on inducing training programs for its employees. special training programs on stress management and recovery strategies.

The aim of trainings must be to improve mental well-being of employees so that they can contribute more towards organization. Employees must be encouraged on making strategies and plans that how unfinished work tasks will be accomplished. Another strategy that can help employees in psychological detachment is predictable time off (PTO). This strategy allows employee to take time off and disengage themselves from work environment, especially in high service organizations. Organizations specially ITC companies can work on this strategy, by hiring some employees on contract basis or on task basis. Organizations can hire fresh graduates or internees which can give few hours to work and complete some of simple tasks. Internees look forward in getting experience while organizations focuses on task accomplishments thus it helps employees as well, to relax and recover. In addition, empowerment must be given to employees by providing job autonomy, so that employees can design their work schedules and can have greater control over their work. In this way, employees can manage their work and family time.

5.5 Future Directions

Our study focused on linking workplace telepressure and work-family conflict through psychological detachment. Future directions can be suggested to further study in this field. Future studies must consider the workplace telepressure as a group and individual level. It was explained in literature that workplace telepressure is linked with individual differences, how they perceive and deal with it. It is

important for future studies to consider whether employee individual differences predict exposure to telepressure in particular job types or work environments. In addition, organizational strategies must be considered in the model that act buffer against negative outcomes of telepressure.

Researchers also suggest that workplace telepressure can be drive from individual differences, further studies can take neuroticism and self-control as moderators. In addition, workaholism can also be taken, as high workaholic people love to stay connected with their work. Highly extroverted leaders will encourage employees about work and asks them to complete in even non-working hours.

Secondly, leader behavior is important. Employees consider their supervisors as role models. Future studies must focus on supervisors style and behavior in organization that promotes work and home segmentation. Supportive leadership can be suggested in model of workplace telepressure. Leaders behaviors have always affected the behavior of subordinates. Employees consider their supervisors as role models.

Future studies can focus on considering the leaders characteristics as moderators between workplace telepressure and psychological detachment. Highly extroverted leaders will encourage employees about work and asks them to complete in even non-working hours. While introverted supervisors will not tend to discuss work issues with employees in their off time.

Thirdly, job involvement can also be considered as moderator in the study, as it motivates the employee to depict greater effort to work tasks and use their creativity to solve their problems. Employees having more involvement in job can make efforts to reduce the workplace telepressure. Future studies can aim to introduce employee mindfulness with workplace telepressure, as it trains the mind to enjoy a specific moment and helpful in reducing the stress level. Employee thus can focus on their specific role and can leave behind their work thoughts.

Lastly, as workplace telepressure is considered as pressure and our literature specified as high demand from job. Thus, future studies can consider employee motivation and other resources such as coworker support that can help employee to manage high demands of job.

5.6 Limitations

Every research has limitations and so is in our research. Our study focused on collecting data from private sector organizations thus, findings are limited to private sector. Future studies must focus on collecting data from public organizations and can be compared, that whether different working environments show different findings or not. Also, we only collected data from twin cities Rawalpindi and Islamabad, so our findings are generalized to only these two cities. Future studies can consider multiple cities and conduct a vast research on organizations. Secondly, we collected our data by convenience method, this method limits the generalizability of the study.

Thirdly, employees were busy with their workload, they were not willing to give data properly, in addition most employees responded without properly reading questions, resulting in low generalizability of the study as response rate was very low. Fourthly, we have limited time to complete our research, so we collected data from two cities. As research requires ample time, it was not much possible to personally visit most of the organizations and collect more data. If sample size needs to be increased the time frame must also be increased. And due to limitation of time, we applied cross-sectional method for collection of data, it can also affect the results.

Future studies can consider the time-lag method to collect data. Time-lag method can help reduce common method biasness and will give improved results. Lastly, we analyzed our data using SPSS tool, further studies can use advance analysis tools like Mplus or SmartPLS to handle complex models.

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Appendix A

Research Questionnaire

Dear Respondent,

I am Student at Capital University of Science and Technology, enrolled in MS. Management Sciences program. I am collecting data for my research titled The Impact Workplace Telepressure on Work-Family conflict: Mediating Role of Psychological Detachment and Moderating Role of Job Autonomy. The research sample chosen for analysis are the employees working at Private Sector companies in Rawalpindi/ Islamabad. For this purpose, I need some of your valued time to answer the questions. Please feel free to share precise information as its optimal confidentiality will be ensured. Thank you!

Gender	Male	Female			
Age	20-25	26-30	31-35	36-40	Above 40
Qualification	Bachelors	Masters	MS/M.Phil.	PhD	
Experience	1-3 years	4-6 years.	7-9 Years	Above 10 years	
Organization					

For the following questions, think about how you use technology to communicate with people in your workplace. Specifically think about message-based technologies that allow you to control when you respond (email, text messages, voicemail,

etc.). Please rate how much you agree or disagree with the statements. When using message-based technology for work purposes.

Please tick the relevant choice.

1= Strongly disagree, 2=Disagree, 3= Neutral 4= Agree 5= Strongly Agree

Workplace Telepressure

1. I am concerned about keeping fast response times.	1	2	3	4	5
2. I often think about how I need to respond more quickly.	1	2	3	4	5
3. It is hard for me to focus on other things when I receive a message from someone.	1	2	3	4	5
4. I can concentrate better on other tasks once I have responded to my messages.	1	2	3	4	5
5. I cant stop thinking about a message until Ive responded.	1	2	3	4	5
6. I feel a strong need to respond to others immediately.	1	2	3	4	5
7. I have an overwhelming feeling to respond right at that moment when I receive a request from someone.	1	2	3	4	5
8. It is difficult for me to resist responding to a message right away.	1	2	3	4	5

Psychological Detachment

1. I forget about work.	1	2	3	4	5
2. I dont think about work at all.	1	2	3	4	5
3. I distance myself from my work.	1	2	3	4	5
4. I get a break from the demands of work.	1	2	3	4	5

Work-Family Conflict

1. The demands of my work interfere with my home and family life.	1	2	3	4	5
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.	1	2	3	4	5
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
4. My job produces strain that makes it difficult to fulfill family duties.	1	2	3	4	5
5. Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5

Job Autonomy

1. The job allows me to make my own decisions about how to schedule my work.	1	2	3	4	5
2. The job allows me to decide on the order in which things are done on the job.	1	2	3	4	5
3. The job allows me to plan how I do my work.	1	2	3	4	5
4. The job gives me a chance to use my personal initiative or judgment in carrying out the work.	1	2	3	4	5
5. The job allows me to make a lot of decisions on my own.	1	2	3	4	5
6. The job provides me with significant autonomy in making decisions.	1	2	3	4	5
7. The job allows me to make decisions about what methods I use to complete my work.	1	2	3	4	5
8. The job gives me considerable opportunity for independence and freedom in how I do the work.	1	2	3	4	5
9. The job allows me to decide on my own how to go about doing my work.	1	2	3	4	5