

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Navigating Work-Family Conflict: The Role of
Hindrances Stressors and Perceived
Organizational Support on Employee
Performance**

by

Anum Sheraz

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

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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I want to dedicate this achievement to my parents, husband, and daughter who encouraged and helped me through this crucial time.



CERTIFICATE OF APPROVAL

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and Perceived Organizational Support on Employee Performance**

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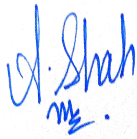
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(Anum Sheraz)

Abstract

This research investigates how work-family conflict influences employee performance in the Information Technology industry, specifically addressing the mediating influence of hindrance stressors and the moderating impact of perceived organizational support. With a positivist research philosophy and a cross-sectional research design, the researchers undertook a survey with IT professionals working in Rawalpindi and Islamabad. A total of 500 questionnaires were initially distributed. Out of these, 391 were found usable. The remaining 109 questionnaires were excluded due to incorrect or missing responses. Results were obtained through the use of IBM SPSS Statistics 27 and Smart PLS 4. The results show a strong negative correlation between work-family conflict and employee performance mediated by hindrance stressors. Increased levels of WFC were shown to report increased level of stress which in turn predicted decreased performance. Also, perceived organizational support was shown to moderate this relationship, in which high POS mitigates the impact of WFC to EP, but low POS increases it. This suggests that it is very crucial for the organizations to integrate measures aimed at reducing work-family conflict, improving stresss, enhancing well being and productivity of employees.

Keywords: Work-family conflict, Employee performance, Hindrance stressors, Perceived organizational support, Role theory, Information Technology sector.

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Abbreviations

EP	Employee Performance
HS	Hindrance Stressors
IT	Information Technology
POS	Perceive Organizational Support
SEM	structural equation modeling
SMART PLS	Smart Partial Least Squares
SPSS	Statistical Package of Social Sciences
WFC	Work Family Conflict

Chapter 1

Introduction

1.1 Background of the Study

There has been significant change in the modern workforce in the last few years because of globalization, changes in technology, and changes in organization. These changes have great impact on the environments in which workers find themselves since such changes create many activities to attend to from both personal and work perspectives. One of the issues faced by such environments is work-family conflict (WFC), which is a type of inter-role conflict that occurs as a result of competing demands between work and family. WFC in turn results in negative contribution to employee wellbeing, and therefore performance. As pointed out by [Barber, Santuzzi, and Karon \(2019\)](#); [Vaziri, Casper, Wayne, and Matthews \(2020\)](#), this leads to conflict stress, a lack of well-being, and an adverse impact on job performance.

Telecommuting, remote working, and shift work are becoming more frequent, and this profusion has caused the dividing lines between work and home life to shift even further, turning the management of these functions into a challenge. [Kerman, Korunka, and Tement \(2022\)](#) pointed out that remote work and flexible work hours were meant to improve the work life balance, but in fact these measures increased WFC for the employees. In addition to the expectation to constantly respond to any kind of communication, lack of sufficient boundaries for work and after work

stress has become a burden to employees who find themselves in need of work afterwards [Derks, Duin, Tims, and Bakker \(2021\)](#).

This "constant" work environment has significant effects on both workers and companies. Research indicates that unaddressed work-family conflict results in reduced job satisfaction, diminished productivity, and increased burnout [Wayne, Grzywacz, and Carlson \(2003\)](#); [Shockley and Shen \(2021\)](#). When workers find it hard to manage their responsibilities at home and work, their well-being declines, resulting in reduced engagement and dedication to their companies. This, consequently, directly affects organizational performance, leading to increased turnover rates, absenteeism, and disengagement from work.

In addition to WFC, modern day workplaces are characterized by the increased prevalence of hindrance stressors, which add to the complexity of employee challenges. Ambiguity in job responsibilities, bureaucratic challenges, workplace politics or interpersonal conflicts are all potential hindrance stressors that can hinder personal development and success [Park and Kim \(2021\)](#). Contrary to the challenge stressors that can motivate employees to perform better, these stress factors tend to cause frustration and lower job satisfaction [Crawford, LePine, and Rich \(2020\)](#). The complexity and speed at which organizations become complex have led to the emergence of hindrance stressors that significantly impact employee engagement and job performance. Why does this happen?

The COVID-19 epidemic highlighted the challenges of navigating work family conflict (WFC) and hindrance stressors, as it was a quick transition to remote work. Remote work, while providing an easier path for employers to do so at home also brought problems such as the inability to clearly differentiate between domestic and work commitments [Fenner and Renn \(2022\)](#). A "spillover effect" was observed by [Vaziri et al. \(2020\)](#) due to the sudden change in working locations, which caused stress from one domain to infiltrate and disrupt the other, ultimately having negative consequences for WFC. Numerous employees were required to work extended hours, finding it difficult to balance their professional and personal responsibilities, as well as being expected to be available at all times.

An increasing number of people in the contemporary labor market maintain balance between work and family life. For instance, an IT professional from Pakistan

is compelled to finish the work assigned to him within a limited timeframe while shouldering domestic obligations such as caring for children and participating in family gatherings [Kumar and Thakar \(2021\)](#). Frequently, when both the tasks of an IT professional and family responsibilities become large, he is compelled to work night shifts which minimizes the time he has at hand for his family. This steadily growing disparity leads to a concentration of tensions, fatigue and loss of productivity at the workplace [Kalliath, Chan, Brough, Siu, and Timms \(2022\)](#). Once workers are psychologically drained, they tend to concentrate less on the important tasks, fail to complete them in good time and in more often than not present unsatisfactory work to their employers.

Due to the family-centric and societal nature of Pakistan, work-family conflict assumes a more detrimental standing. Particularly, women employees need to juggle with household obligations such as children and the elderly [Kerman et al. \(2022\)](#). Men on the other hand are the providers and are also expected to be there for the family. These social expectations compound the difficulty of achieving a work-life balance, which ultimately worsens performance at work as stress levels rise [Karkoulian, Kertechian, Balozian, and Nahed \(2021\)](#). Areas that have a strict policy against flexibility will likely see a boost in employee turnover and low levels of employee satisfaction.

Remarkably [Shockley and Shen \(2021\)](#), demonstrated that the remote employees exhibited higher than usual telepressure, the feeling that messages which allow work engagement off duty hours are necessary, while they should not have been – being off duty that is. Greater telepressure has only increased the already difficult task of meeting both work and family obligations, which in turn raises stress levels and affects job performance in a negative way [Kerman et al. \(2022\)](#). The research points out, that managing work colleagues from home, as opposed to offices, should be done with the primary focus of controlling the amount of family conflict which seems to result from greater flexibility of any sort in working arrangements.

Due to complex organizational structures and changing work expectations, hindrance stressors are a common issue in modern organizations, commonly known as job demands that hinder employees from achieving their objectives. Ever since [Liang, Hsieh, and Li \(2022\)](#) have reported, employees suffer from burnout due to

role ambiguity, excessive bureaucracy and interpersonal stereotypes [Lambert and et al. \(2020\)](#). And these burnout determinants have limited results. When employees experience hindrance stressors in the workplace, they feel overwhelmed, stressed, and uneasy about carrying out their tasks, which consistently results in feelings of dissatisfaction, frustration, and an inclination to detach from their roles.

As noted by [Podsakoff, Freiburger, Podsakoff, and Rosen \(2019\)](#), there existed a considerable association that was negative in nature between job engagement, organizational commitment and hindrance stressors. Emotional exhaustion in employees who see their work as obstructive and unaided is not uncommon, and this results in self-doubt, lower performance levels, and lack of motivation [Nilsen, Skipstein, Østby, and Mykletun \(2022\)](#). But why is this really happening? The IT, healthcare and finance industries suffer from this the most, especially because of the high stress levels along with strict deadlines. The interaction between WFC and hindrance stressors in such fields can greatly affect the performance of employees.

There is a complex and reciprocal link between hindrance stressors and work-family conflict (WFC). Those who struggle with managing work and family obligations are frequently confronted with hindrance stressors that intensify their challenges [Janssen and Nachreiner \(2004\)](#). In line with this, Role Theory posits that people have multiple roles in their personal lives and careers, where the demands for these roles conflict [Katz and Kahn \(1978\)](#). In this context, preventing stressors like role uncertainty, bureaucratic inefficiency, and interpersonal conflicts from impacting employees' work-life balance is detrimental to their overall well-being and job performance.

In 2021, [Gao, Liang, and Guo \(2021\)](#) discovered that WFC acts as mediators to intensify the impact of hindrance stressors on job performance. The combination of unclear job duties or excessive organizational challenges can result in employees feeling overwhelmed, unmotivated, and unable to perform their assigned tasks [Gao et al. \(2021\)](#). This reinforces the idea of Role Theory, that people are subject to stress in those roles when the demands from various roles exceed their capacity to handle them. Expounding on the issue of role overload, which is a theory that is based on Role Theory, is more illustrative of this relationship. Overload of roles

occurs when the total expectations of an individual exceed the available means to meet those expectations [O'Driscoll and Brough \(2021\)](#). Existence of hindrance stressors only further complicates employees' ability to achieve work-life balance as they introduce unnecessary difficulties, this leads to role overload. The greater the hindrance stressors, the greater difficulties workers have in fulfilling the competing expectations of their different roles which in turn reduces job performance and lowers satisfaction in both areas.

Coordination and family obligations when combined with the hindrance stressors can increase friction between many of the employees resulting in WFC which, in addition to these stressors, adds on further burden and stress onto the task at hand making it near impossible for an employee to juggle both work and family [Nguyen and Baird \(2024\)](#). The strife between different responsibilities, which gets worse due to the hindrance stressors, is the fundamental reason for the decreased work-life integration and poor performance with respect to Theory of Role. There is a need for such organizations to consider actively assisting staff with their stress management. Organizations can help employees resolve conflicts between work and family by simpler, clear, and flexible working job outlines. Regular feedback and communication from managers can also help. Employees who feel that the company cares for them and treats them with respect tend to remain engaged and perform optimally [McNaughton, Maddigan, Brennan, White, and Snow \(2023\)](#). For example, employees that have the ability to work from home or have other flexible options, may be able to perform better in terms of stress and productivity. The impact of WFC and hindrance stressors while arriving at decisions regarding the assessment of worker performance is one which must address in relation to organizational wide policies within business. According to [Kalliath et al. \(2022\)](#), the organizations should carry out formulation of policies for dealing with the welfare of employees by reducing specific stressors such as WFC. Such key policies may consist of flexible working hours, organizational role clarity, and other support mechanisms to help the worker execute household and work-related responsibilities.

More importantly, [Podsakoff et al. \(2019\)](#) have pointed out how leadership matters when it comes to trying to mitigate the negative impact of hindrance stressors

Podsakoff et al. (2019). The two strategies are discussed in this article. It is possible to minimize impact of the hindrance stressors for employees, and even enhance work outcomes through the use of reasonable organizational policies and practices, clear boundaries, and access to the necessary resources Matsui and et al. (2021). Additionally, measures to eradicate WFC, like paid family leave, flexible working hours, and organizational psychosocial support reveal the extent of burnout reduction, and improvements in job satisfaction and organizational commitment Wang and Wang (2021).

Challenges with work-family interface and hindrance stressors, however, are characteristic of modern employees. Businesses that want a supportive attitude towards the worker as well as productivity in the center should learn how they participate and how they influence efficiency of the worker.

1.1.1 Variables Defined

Employee performance is generally defined as the extent to which an employee effectively executes job responsibilities, meets organizational goals, and contributes to overall business success. It encompasses factors such as productivity, efficiency, work quality, goal achievement, and adherence to workplace standards Allen, French, Dumani, and Shockley (2021). Research discusses various aspects of employee performance, including quality, quantity, timeliness, effectiveness, and independence. Allen et al. (2021) highlight that good performance is evident in how employees efficiently carry out their tasks.

According to Allen et al. (2021), work-family conflict is a type of role conflict that arises when the demands from work and family roles are mutually incompatible. This conflict occurs because pressures from work interfere with family responsibilities. If work-family conflict is not managed effectively, it can lead to significant mental stress for employees Tjokro and Astheny (2017).

Hindrance stressors are viewed as obstacles that hinder personal goals and are often perceived as difficult to manage. These stressors include organizational constraints, interpersonal conflicts, role ambiguity, and bureaucratic hurdles LePine, Podsakoff, and LePine (2005).

Perceived organizational support (POS) encapsulates employees' perceptions of how much their organization supports them in various aspects of their professional and personal lives, including routine tasks, challenging situations, and overall well-being [Rhoades and Eisenberger \(2002\)](#).

1.2 Research Gap

Recent studies have extensively documented the negative impact of Work-Family Conflict (WFC) on employee well-being, job satisfaction, and performance [Liang et al. \(2022\)](#); [Podsakoff et al. \(2019\)](#). However, most research examines WFC as a direct stressor affecting performance rather than exploring the underlying mechanisms through which WFC translates into reduced employee effectiveness. One critical yet underexplored factor is the mediating role of hindrance stressors, such as role conflict, job inefficiencies, and interpersonal workplace disputes, which can amplify the negative consequences of WFC on performance.

While WFC and hindrance stressors have been studied separately, limited research has investigated their combined impact on employee performance [Shockley and Shen \(2021\)](#). Specifically, there is insufficient empirical evidence on how hindrance stressors function as a pathway linking WFC to performance outcomes. Without understanding this mechanism, organizations may overlook key workplace stressors that exacerbate the WFC-performance relationship.

Moreover, post-pandemic changes in work structures, such as remote and flexible work arrangements, have altered the nature of work-family conflict and stress [G. Chen and Fulmer \(2022\)](#). However, few studies have explored how these evolving work dynamics moderate or intensify the relationship between WFC, hindrance stressors, and employee performance.

This research fills the existing gap by examining the mediating role of hindrance stressors in the relationship between work-family conflict (WFC) and employee performance (EP) while also exploring how organizational interventions can mitigate these stressors. By addressing this gap, the study contributes to expanding Role Theory by demonstrating how conflicting work and family demands generate hindrance stressors, which in turn impair employee performance. Furthermore,

the findings offer practical implications for organizations by providing actionable insights on how to reduce WFC and its associated stressors through targeted workplace policies that enhance both employee well-being and job performance.

1.3 Problem Statement

In a variety of disciplines, work-family conflict (WFC) has become a key challenge for employees and negatively affects performance [Shockley and Shen \(2021\)](#). Nevertheless, there is a rich gap in the literature regarding the understanding of WFC, its relation with task performance and its moderation by hindrance stressors. There is however a comprehensive void in literature on how hindrance stressors moderate the relations WFC and task performance, despite existence of literature on WFC.

As WFC is self-explanatory, it is suggested by recent works that a better understanding of the context on stressors for WFC and its implications on the employee's performance is needed. [Podsakoff et al. \(2019\)](#) refer to WFC, holding the view that these are a class of stressors, as barriers to job gratitude for meeting other employee's needs and therefore make the conditions worse. This is important particularly in high-stake, fast-changing fields such as IT, healthcare, and finance, where hindrance stressors act as mediators; however, this remains largely unexplored [Liang et al. \(2022\)](#). There is also a lack of evidence of organizational interventions for the amelioration of combined effect of WFC and hindrance stressors on performance. [Turner, Ekachai, and Slattery \(2022\)](#) in their research argued that suffering from high WFC coupled with hindrance stressors is likely to engage employees in counterproductive work behaviors even in the short run such as being absent from the workplace or being socially disengaged, which in the longer run may hinder the overall productivity of the organization.

However, this research along with several others still remain as an outlier research as there is a scant in the literature which unify these issues in a resolution. In this manner this research seeks to bridge in the gap in literature on the WFC and employee performance relationship by systematically examining the mediating influence of hindrance stressors in this case. This is especially crucial as the workplaces have become more difficult to navigate with more responsibilities being

placed on the employees' shoulders that requires them to equally balance their work and personal lives.

1.4 Research Questions

1. Does work-family conflict (WFC) affect employee performance in modern workplaces?
2. Do hindrance stressors mediate the relationship between WFC and employee performance?
3. Does perceived organizational support reduce the impact of hindrance stressors on employee performance?

1.5 Research Objectives

1. To investigate the direct impact of work-family conflict (WFC) on employee performance.
2. To examine the effect of hindrance stressors as mediators in the relationship between WFC and employee performance.
3. To examine the effect of perceived organizational support on the relationship between hindrance stressors on employee performance.

1.6 Significance of the Study

This research is important for a few different reasons. To begin with, it offers a deeper understanding of the current work-family conflict by assessing its effects on employee performance while accounting for how hindrance stressors exacerbate WFC. Even though substantial evidence exists that supports WFC's effect on individual wellbeing and job contentment, there seems to be a gap in literature looking at the association between performance outcomes and WFC along with workplace stressors [Gao et al. \(2021\)](#). This study plays an important role in

enhancing the understanding of these work-family imbalance hardships by defining hindrance stressors as a key contributing variable.

Furthermore, this work is useful for organizational leaders and HR managers aiming to improve productivity and at the same time reduce employee turnover and stress levels. With the rapid changes in the workplaces, it is vital to understand how to avoid hindrance stressors and assist employees with WFC management in order to stay competitive. This research will recommend such approaches, including flexible working conditions, well defined roles and responsibilities, and mental health support programs, that organizations may adopt in the case of WFC and hindrance stressors exacerbating each other.

This study adds to the existing research on Role Theory by looking at how conflicting roles, like work-family conflict (WFC), and hindrance stressors (obstacles or challenges at work) work together to impact employee outcomes. The results will be helpful for researchers who want to understand the link between role conflicts and employee performance. It will provide insights into how the competing demands from different roles (like work and family) can affect how employees behave and perform in complex work environments.

1.7 Underlying Theory

Role Theory states that people around the globe now have several roles in their lives such as being an employee, parents, spouse and simply being a friend. Most if not all of these roles involve physical, and psychological work to handle in order to ensure that the roles are accomplished properly. In the case when individuals have to combine employment with family or other obligations, they can exhaust such resources, which in their turn, prevents them from achieving high performance rates in both spheres. It also indicated that work-family conflict leads to stress and fatigue which in-turn affect attention, decision-making and productivity at the workplace [Liu, An, Sun, and Liu \(2022\)](#).

Role Theory is useful in understanding how WFC impacts one's job performance. WFC happens in three ways: when work demands and family demands occur, when demands of one role create strain that is carried over to the other role or when

behaviours prescribed by one role are incongruent with the other [Greenhaus and Beutell \(1985\)](#). In case the demands at the workplace and the home interfere with each other, it causes such negative consequences as mental overload, emotional exhaustion, and work loss [Eby, Maher, and Butts \(2019\)](#).

Hindrance Stressors (HS) describes the effects of work family conflict (WFC) as producing additional stress and hence negatively impacts the ability of employees to perform at work since it occupies the cognitive resources required to perform work functions. Furthermore, Perceived Organizational Support (POS) minimizes the spillover of WFC effects because it assists employees to manage their stressful situations. In other words, if employees think that their company cares for them, for instance, through granting flexible working hours, or if supervisors are supportive, then the workers are able to address stress in their working environment and do their best [Rhoades and Eisenberger \(2002\)](#). In this way, Role Theory will help companies determine how WFC, HS, POS, and EP are interconnected with one another. This theory emphasizes that organisations should support employee in balancing between work and family responsibilities since it results in reduced work-related stress and enhanced performance.

Workers ensure they balance their work load to minimize situations where they get overwhelmed by various emotions, which occur as a result of parents balancing between working and attending to children. When employees get 'burnout', they get less engaged with their work, perform sicker, and lose focus as reported by [G. Chen and Fulmer \(2022\)](#).

Research has established that work family conflict is now a global issue and leads to reduction of energy and puts burden on mental and emotional aspects, making it challenging for an employee to well perform both their occupational and family responsibilities [Eby et al. \(2019\)](#).

New studies reveal that Work-Family Conflict (WFC) results in negative workplace behaviour; employees are more likely to call in sick, procrastinate and demonstrate less organisational commitment. The ways in which [Shockley and Shen \(2021\)](#) pointed out mean that employees who face WFC are willing to act in such manners due to stress and frustration from conflicting work and family roles. This disengagement from work may manifest in the following way: they begin to do

less, they do not work well with others, and may even miss their deadlines which ultimately lowers their job performance.

Further research by [Haar, Russo, Sune, and Ollier-Malaterre \(2018\)](#) stresses on the argument that employees who have trouble creating a balance between their work and family duties are more likely to experience burnout. The feelings of burnout make them feel demotivated and in turn affects their level of commitment to their jobs. These employees may also feel less connected to their company and its goals, which lowers their own work performance and the overall performance of the organization. [Tang, Wang, Qi, Chen, and Roberts \(2023\)](#) found that work-family conflict (WFC) can make it harder for employees to focus on their work, especially if they are dealing with ongoing family problems. This lack of focus can lead to mistakes, missed deadlines, and, ultimately, worse job performance.

Mental and emotional tiredness is one of the areas through which WFC impacts on the job performance. [G. Chen and Fulmer \(2022\)](#) concluded that WFC leads to chronic work pressure, which does not allow interacting with others and taking a break as essential before going to work again. This exhaustion reduces the probability of decision making, the creativity of work as well as the organizational performance of work, all of which influence the achievement of organizational goals and targets. In the same way, one gets stressed to balance between work and family calls since the organization produ. In the same way a person becomes stressed to balance between working call and family call since the organization produce WFC frustration leading to disengagement of employees from work [Vaziri et al. \(2020\)](#). This detachment results in reduced capability of delivering on what they were hired to do in their organization.

When workers and employees are overwhelmed by many pressing roles at workplace or at home, then this is known as role overload. This can become mentally and physically tiring, thus the overall performance in all tasks is affected due to fatigue. [Allen, Merlo, Lawrence, Slutsky, and Gray \(2020\)](#), demonstrated that the amount of overload due to WFC has negative consequences for job performance where they noted that employees who reported feeling overworked because of work-family conflict are likely to be under pressure to perform poorly; are more likely to make mistakes, therefore, their job performance is compromised.

Some of the past research have examined measures that firms can adopt in order to minimise the impact of WFC on job performance. According to [Greenhaus and Beutell \(1985\)](#), managers should provide choices of working time or places, for instance, working from home options. This results in improved work and family life balance for employees, meaning that they gain more control over conflict of roles between work and family thereby resulting in more efficient time and energy to cover both domains. [Kalliath et al. \(2022\)](#) highlighted the importance of giving employees access to mental health support and employee assistance programs (EAPs), which can help reduce the stress and emotional exhaustion caused by work-family conflict (WFC). Research indicates that these programs increase on employee satisfaction and reduce turnover as it costs a lot to the employee, as well as the organization. A study that has been conducted in the past years indicates that WFC has a negative influence on job performance, but it is manageable when organizations create support for the workers. According to a study by [Janssen and Nachreiner \(2004\)](#), firm support provision of flexible hours of work and work-at-home provisions alleviate work-to-family conflict and enhance work performance. Also, [Kerman et al. \(2022\)](#) pointed out that where work culture supports balance between work and life, the employee exhibited lowest level of WFC and highest level of job satisfaction.

Finally, research shows that in the organizations where employees are supposed to be on call and work overtime, work-family conflict or WFC is likely to arise. [Xu, Wang, Ma, and Wang \(2020\)](#) revealed that in such demand, employees have to prioritize work which in turn enhance WFC and hence reduces employees' performance on the job. Role theory can help in not only understanding the complex relationship that exists between the chosen variables for research but can also be used as an underlying theory to come up with sustainable solutions and interventions to deal with the negative impacts of work family conflict.

1.8 Summary of the Chapter

This chapter has established the critical context for understanding the interplay between work-family conflict, hindrance stressors, and employee performance within

modern workplaces, particularly highlighting the unique challenges faced in culturally specific environments like Pakistan. The research gap identified underscores the need to explore the mediating role of hindrance stressors and the moderating influence of perceived organizational support in this complex relationship. By framing the study within the lens of Role Theory, this chapter provides a theoretical foundation for examining how conflicting demands from multiple roles impact employee well-being and productivity. The research questions and objectives outlined will guide the subsequent investigation, aiming to provide actionable insights for organizations to mitigate the negative effects of these stressors and foster a more supportive and productive work environment. Ultimately, this study seeks to contribute to both academic understanding and practical application in managing the challenges of work-life balance in today's dynamic professional landscape.

Chapter 2

Literature Review

This chapter is a brief discussion of key concepts for the study including work family conflict (WFC), hindrance stressors, perceived organizational support (POS) and employee performance (EP).

It begins with a focus on the theories that relate to these ideas amongst them Role Theory to explain how responsibilities in work encompass responsibilities to the household on the part of the employees. The chapter then examines each of these concepts in relative detail, discussing studies of the impact of WFC and hindrance stressors on job performance.

Current theory concerns itself with how WFC is related to hindrance stressors in a manner that mitigates performance, and how POS can be used to eradicate these effects.

The chapter also provide research and different perspective as to how these connections, individual difference, organizational culture and support have an influence toward the employee work-family interface and Work-Family Performances.

Thus, the chapter reviews existing knowledge and outlines areas for further research in which this study will be necessarily involved. The background for the study is outlined in Chapter 2, along with a literature review that grounds the ideas presented in this research.

2.1 Impact of Work Family Conflict on Employee Performance

Another concept which has gained significance as to how organizations address their employees is WFC since workplaces today demands workers to meet more work demands within personal and family contexts. WFC is a state in which work responsibilities clash with family responsibilities or family responsibilities clash with work responsibilities [Barber et al. \(2019\)](#). There are two main types of WFC: These stress patterns are officially referred to as work to family work interference, also known as WIF and family to work interference or FIW [Allen and et al. \(2022\)](#). Both forms of WFC can be a source of employees' stress, dissatisfaction and lower performance rates.

The problem of WFC has emerged as a more significant problem in the recent past since the increased use of technology and new working conditions, including remote work and flexible working hours, has blurred the division between the working and personal sphere [Beutell and Wittig-Berman \(2022\)](#). Contrary to expectations, self-managing work and personal arrangements facilitate work-family conflict enhancement. Geographic flexibility in remote work implies that an employee cannot put a line between work and personal responsibilities, which increases WFC [Kerman et al. \(2022\)](#).

The increase accost to WFC research and professional interface is because of this shift in the nature of work and family interface. It can be understood that most people face higher levels of job pressure and dynamism in family conditions [Chong, Huang, and Chang \(2021\)](#). According to role theory, the comparison between the amount of demands and resources in employees' work leads to the outcomes in terms of burnout and job performance [Bakker and Demerouti \(2018\)](#). WFC fits into this theory by illustrating how high levels of job demands specifically high inter-role conflict can deplete resources, prompt stress and decrease job performance.

WFC is not only detrimental to employee's health, but also considerably compromises organizational capabilities. [Kerman et al. \(2022\)](#) suggest that when there is a state of ongoing WFC, it leads to very negative effects such as decreased

employee engagement, job satisfaction and increased number of employees who desire to resign from their jobs. These effects are negative on employee and organizational performance levels. Higher turnover rates add cost for recruitment and training of new workers, while lower engagement results to withdrawal, lower productivity and innovation.

WFC cycle is usually initiated by stress in one domain such as the workplace and consequently, the other domain, family becomes a source of stress leading to an unhappy cycle of anxiety [Wayne et al. \(2003\)](#). This is explained by the Role Theory that postulates that what happens in one area influences how employees perform and feel in the other area [Kalliath et al. \(2022\)](#). For instance, employees who experience stress in the workplace may take that stress home and hence be poor in their work and at home. This results in poorer health, high working stress, exhaustion and mental health problems [Vaziri et al. \(2020\)](#).

The COVID-19 has thus exacerbated the growth of new and flexible work arrangements making it rather challenging for the working parent to balance between the workplace and the family. These work models are generally more advantageous; however, they are not without some associated difficulties because workers are unable to compartmentalize work and family life. To the best of [Allen et al. \(2021\)](#), the blurring of the boundaries weakens the distinction between work and the personal domain, leading to longer work hours and restricted ability to ‘switch off’ hence enhancing WFC. This is particularly the case, in sectors that require personnel to exert more effort such as the medical sector and information technology department [Shockley and Shen \(2021\)](#).

This problem involves, among other things, technology. Connectedness also gives birth to modern pressure known as telepressure where employees are forced to attend to work-related messages during their off-working time resulting from constant connection to their mobile devices and tools. The observed proliferation of connectivity only amplifies the WFC since employees cannot easily let work time and personal time at the workplace differ [Vaziri et al. \(2020\)](#).

The model on work family conflict reveals that both employees and organizations should intervene in order to minimize on this aspect. At the organizational level, employers should understand that WFC is a more significant problem, and

employers can address it with organizational interventions across the workplace through work schedule, mental health support, and flexibility [Wang and Wang \(2021\)](#). Paid family leave, along with other policies that enabled personal time, can reduce stress, increase employee job satisfaction and retention and stay longer with their employers [Crawford et al. \(2020\)](#). At the work-life interface, vanishing boundary or blurring, employees should create their own schedules, self-organise their needs in the presence of the managers, and ultimately set personal wfc boundaries [Karkoulian et al. \(2021\)](#).

Employers can influence this by providing flexible working hours or telecommuting capabilities and family-friendly arrangements which results to high productivity [Kinnunen and Mauno \(2022\)](#). Giving a chance to work while having childcare services at the workplace, offer counseling services for personal issues, and practicing proper management of working hours and communication expectations can assist employees overcome issues affects by work to family conflict. For instance, some MNCs have adopted flexible working hours in Pakistan hence high efficiency and reduced level of stress. Another way of increasing their performance also involves coming up with a working environment where the employees will feel free to address any of their concerns.

One of the reasons that organizational behavior has observed to have a strong impact on job performance is work-family conflict. Research indicates that whenever employees expose to WFC they cannot succeed in both at work and at home because of the interferences from balancing their duties. The authors [Oosthuizen, Coetzee, and Munro \(2021\)](#) have established that high WFC brings low job satisfaction, more absenteeism, and decreased productivity among the employees concerned. This is especially true with IT and healthcare industries since these organizations work towards ensuring that they meet some predetermined deadlines and complete some family chores.

According to Role Theory, the relationship between WFC and job performance can be well understood. In the view of [Katz and Kahn \(1978\)](#), people occupy positions in different sectors of work and personal life, and difficulties ensue when these positions are incompatible. Consequently, when work and family responsibilities overlap, an individual finances expenditure of his or her mental and emotional

energy in an endeavor to meet the dual responsibilities. This stress not only leads to a poor job performance but also negatively impact on the mental state and engagement of employees [Wayne et al. \(2003\)](#). WFC has been traditionally viewed in the organizational context with respect to the negative impact which it has on the job performance. On the other hand, newer empirical studies provide a relatively richer analysis. For the current study, [Kumar and Thakar \(2021\)](#) examined the moderating role of organisational support on WFC relationship with job performance. Their study attending to the employees of different organisations having diverse occupations also evidenced that support from the employers such as the flexible working hours, the resources addressing their mental health can act as suppressants of negative impacts of WFC. When employees receive support from their subordinates, supervisors and colleagues they do not feel stressed, are satisfied with the jobs they do and work more effectively. This paper's conclusion questions the assumption that WFC reduces performance altogether and raises the need to have better work policies to mitigate the impacts of WFC.

In a research study carried out by [H. T. Nguyen and Baird \(2022\)](#) it was explored the moderating role of personal coping strategies on WFC and job performance. To their relief, the authors established that employees who use good coping mechanisms such as time management and emotional regulation are less affected by the negative effect of WFC on their performance. This precisely indicates that the extent of the impact of WFC differs with the capacity of a certain individual to experience stress.

The researchers recommend that organisations should assist their employees in developing better ways of managing the impact of WFC. According to [Zhang and Zheng \(2023\)](#), we have a different opinion by arguing that there are actually conditions under which WFC can enhance employee performance particularly in conditions of increased uncertainty. Their study reveals that some employees provide themselves with motivation through WFC and force a better performance in one area to compensate for a poor performance in the other [Major and et al. \(2008\)](#). This goes against the conventional understanding of WFC as having a wholly negative impact on workers, as in the present study, it had a positive effect on productivity. [Rahman and Rahman \(2022\)](#) explored the individual difference

predictors of the WFC-performance relation, contrasting men and women's experiences. From their study they prove their argument by indicating that WFC affects women more because they bear the greatest burden of taking care of the family [Rahman and Rahman \(2022\)](#). It is for this reason that they claim that factors such as family-friendly policies and flexibility at work shrink these effects. This calls for perspective in gender when carrying out research on WFC and its effects on work performance. There are considerable amounts of publications that have evidence that work-family conflict (WFC) reduces job performance. Indeed, Ahmad et al., (2023) observed that workers experiencing WFC received lower job satisfaction, more emotional exhaustion, and declined productivity. Likewise, [Rahman and Rahman \(2022\)](#) also depicted that the employees working in the pressurized sectors such as banking and healthcare sectors feel increased stress in case of conflict between job and family demands with resulting decreased efficiency and motivation. These studies provide evidence that WFC is detrimental to performance of the employees. However, [Sharma and Singh \(2024\)](#) had a contrasting end, stating that WFC has the potential of enhancing creativity and issue solving for employees who embrace their jobs as development assignments. This research indicated that people with favourable attitude towards WFC are more creative and productive at work. This implies that companies could assist in improving the positive management of the work-family interface among their staff. While research results vary, most evidence points to a negative connection between WFC and job performance, and this is also true in the context of Pakistan.

H1: There is a significant negative relationship between work-family conflict and employee performance.

2.2 Hindrance Stressors as a Mediator in the Relationship between Work Family Conflict and Employee Performance

In essence, hindrance stressors are negative stimuli at the workplace that get in the way of advancement and have negative effects such as stress, job dissatisfaction and

worker burnout. According to [Crawford et al. \(2020\)](#), hindrance stressors are those which hinder work and include such demands as: bureaucracy, role confusion, role uncertainty, politics, and interpersonal conflict. While challenge stressors lead not only to positive consequences in terms of the motivation and development, but can also have negative emotional-psychological consequences, such as job satisfaction, burnout and decrease in productivity, hindrance stressors cause.

Hindrance stressors are those stressors that prevent employees from achieving their work goals as numerous factors hinder their performance in the modern workplace the features of organizational environment and fast pace of technological and procedural changes also contribute to effects of hindrance stressors [Lee and Kim \(2023\)](#). The degree of job interdependence being a critical factor, so that onboard impediments elevate hindrance stressors and interfere with employees' potential. [Liang et al. \(2022\)](#) presented that the hindrance stressors were significantly related to employee burnout and emotional exhaustion which have a direct influence on the job performance of employees [Liang et al. \(2022\)](#). These stressors limit the employee's ability to concentrate, be creative, and excel in his or her career, and thus, disengage and terminate his or her service.

Hindrance stressors have been shown to be negatively related to job engagement and organisational commitment according to the current research done by [Podsakoff et al. \(2019\)](#). In organizational settings if workers perceive barriers that limit their performance, they are likely to lose interest and show less motivation towards the goals of their organizations. This might result into reduced output, increased rates of truancy and reduced ability to undertake activities in collaboration with other employees. Hindrance stressors are an essential concept in current work environments, proving that organisations should be able to do more in dealing with these stressors to ensure high level of workforce output [Bortolini, Neves, and Tavares \(2023\)](#).

Based on the data obtained, hindrance stressors significantly mediate the effect of WFC on the level of employee performance. With the increase in WFC, the employees take time to balance for work with other family duties, resulting in their health deterioration and poor performance [R. Chen, Yang, and Li \(2024\)](#). Hindrances like organizational red-tapism, role definition, and role confusion worsen

the ill-effects of WFC by provoking extra pressures which it is difficult for employees to handle. [Gao et al. \(2021\)](#) emphasized that where workers experience work-family conflict acting alongside major hindrance stressors, worker performance capacity declines because of augmented stress and an inability to successfully manage multiple demands.

For example, worker experiencing WFC challenges may lack ability to balance between family and work responsibilities. When this is compounded by hindrance stressors that include; unclear performance standards or organizational culture and structure the employee gets overstressed and frustrated; making it difficult for him/her to uphold performance standards [Crawford et al. \(2020\)](#). This link focuses on the Role Theory arguing that a worker has limited cognitive and emotional capital that can be assigned to the multiple roles they play. WFC stressors also deplete these resources to a wider extent reducing the employee's capacity for productive work and achieving their work responsibilities.

In many workplaces today, workers have problems balancing between work and parental responsibilities. For example, a software engineer working on deadline on his or her program may also need to take care of a sickly family member. This indicates that when the organization has blurred roles or responsibilities or too many administrative tasks a lot of stress is experienced [Y. Chen and Fulmer \(2018\)](#). The worker is likely to become overwhelmed and has difficulties in completing tasks to optimum level, which leads to poor performance.

Similarly, an educator who is a class teacher, grading the assignments, and attending meetings along with handling her two young children at home will have conflict between work and family and hindrance stressors which will hamper her attention at work. Research shows that the effects of hindrance stressors differ from one industry to another. Every admitted healthcare profession whereby nurses, and physicians work for long hours, handle unpredictable emergencies, and tackle various procedures [Gibson, O'Neill, and Taylor \(2021\)](#).

These elements increase stress levels and add pressure to the work to family life strains. On the other hand, self employed workers might have issues occasioned by excessive emails, blurry working definitions, or conflict of power which in a way slows them down [Lee and Kim \(2023\)](#). Although the type of stressors might vary,

the outcome frequently remains consistent: of stress, burn out, and reduced work productivity.

[Karatepe and Kim \(2020\)](#) also supported the mediating role of hindrance stressors wherein the participants experiencing high level of WFC and hindrance stressors are more likely to engage in withdrawal behaviours including long breaks and hesitance to challenge self among others. The above actions have a direct negative implication to the decrease in job performance with employees losing touch with organizational requirements and expectations. The study also made it clear that hindrance stressors were positive predictors of WFC as they magnified the negative impact of WFC by spurring a vicious cycle of poor performance and higher stress.

In addition, [Savolainen, Malinen, and Schwab \(2022\)](#) proposed that hindrance stressors augment the affective costs of WFC by making employees perceive barriers to performing well on a job. The helplessness which results from such situations in most cases results into burn out and decreased morale which are important indicators of job performance [Zhao, Yu, and Wang \(2022\)](#). When employed, hindrance stressors not only compromise workers' efforts for managing work to family conflict, but also limit their recovery experiences made due to work and family related demands.

Research has pointed out that while undergoing stress, not every employee manifests the same behavior. This is why some make methods on how to approach work family conflicts and other barriers concerning stress at workplace [Bailey, LaPalme, and Kelly \(2019\)](#). For example, workers can set clear boundaries between the work domain and the private domain, prioritize core roles, or request support from peers. For some people it might be exercising, trying to meditate or make a conscious effort to avoid stress. However, in most cases when the stress is too much a point it may lead to the employee's withdrawal where they avoid challenging activity or even think about quitting [Allen and et al. \(2022\)](#). This shows the reason why firms should support their employees by reducing extra challenges in the working environment.

Actually, the moderator Perceived Organizational Support (POS) facilitates the employees coping with hindrance stressors and their WFC. Bolstering of POS can reduce the effects of WFC in the sense that it offers the required assistance and

backing towards the curbing of hindrance stressors and uphold of job commitment; hence enhanced job performance [Bargagliotti and et al. \(2022\)](#). The ideas presented in the paper show that by focusing on POS, organizations are capable of terminating the vicious cycle of stress and disengagement resulting in improved subordinate performance regardless the presence of hindrance stressors.

Consistent with the scholarly literature, it is proposed that WFC impacts work effectiveness through hindrance stressors, which intensifies the negative effect of WFC on work outcome. In particular, it is postulated that the workers reporting increased hindrance stressors will evidence greater performance loss because of WFC. The premise of this hypothesis is grounded in the conservation of resources theory established by [Hobfoll, Halbesleben, Neveu, and Westman \(2018\)](#) whose specify that people try to keep their resources (such as time, energy, and emotional strength) and feel stressed when these resources are undermined or depleted. Hindrance stressors increase the rate of utilization of the resources hence detrimentally reducing the abilities of the employees to meet the work and family challenges thus performance.

For example, if a worker experiences high conflict between work and family, they could address this challenge effectively where there is effective communication and written working roles, and little organizational interference [Bailey et al. \(2019\)](#). However, if hindrance stressors including role stressors, mechanical support or interpersonal conflict are perceived, the opportunity to balance between work and family and overall performance is reduced. This scenario provides a ground for agreeing that hindrance stressors play a mediating role, and thus, amplify the vulnerability of WFC to affect employee performance. This dilutes performance as the stressors draw on emotional as well as cognitions, thereby causing the employee to fail in both work and family responsibilities. [Smith et al. \(2022\)](#) provided support for this theory by demonstrating that employees within high hindrance stressor situations had a greater decline in performance than their counterparts in the low hindrance situations with reference to WFC.

Thus, hindrance stressors, which were long recognized as negative for worker performance, have been considered in the latest studies in a multidimensional manner. Older research found that hindrance stressors were considered to be detrimental

to the efficiency of the organization; however, newer elite studies show that the influence of hindrance stressors is more ambiguous and depends on the different factors, both organizational and individual.

For example, [Bortolini et al. \(2023\)](#), questioned the roles of hindrance stressors considering the traditional perspective that they are always detrimental to job performance. According to their research, some hindrance stressors may force the employees to develop more effective ways of handling stress. When employees understand that such problems exist to be solved, they can also boost their stress tolerance and, more importantly, productivity. This perspective means that not all the stressor stemming from obstacles are negative; it may vary according to how these employees perceive and attend to these tasks.

On the other hand, [Zhao et al. \(2022\)](#) identified organizational cultures as having the most influence on workers' perceptions of hindrance stressors. Overall the study establishes that exposure to perceived hindrance stressors is substantially lower when workers are operating in environments where the culture supports request for and provision of assistance and communication. This age emphasizes the part that played by contextual factors in determining the effects of hindrance stressors; therefore, the negative effects can be minimized through the establishment of organizational cultural interventions.

On the other hand, [R. Chen et al. \(2024\)](#) also pointed out that hindrance stressors can lead to innovation where certain conditions prevail. This research indicates that while hindrance stressors may serve as negative promoters of creativity in organisational cultures, some workers may use them in fast-paced settings to create new ideas. For instance, higher order needs of employees perceiving bureaucratic obstacles as inimical to productivity may be encouraged to come up with creative approaches for dealing with them thus improving efficiency. Specifically, this understanding highlighted that it is not always inevitable that hindrance stressors have negative correlation with performance, and that work stressor can have complex interaction with other employee outcomes.

Building on this topic further, [Parker and Collins \(2023\)](#) pointed out that the impact that hindrance stressors may have could occasionally differ in various positions and sectors. Their studies show that [negative stress hinderance stressors]

affect job performance in more formal organizational environments, but creative of entrepreneurial workers may experience such stressors as invigorating. These employees may be OK working in conditions of uncertainty and stress since stressors can positively influence thought and motivation and, thereby, performance.

Consistent with the scholarly literature, it is proposed that WFC impacts work effectiveness through hindrance stressors, which intensifies the negative effect of WFC on work outcome. In particular, it is postulated that the workers reporting increased hindrance stressors will evidence greater performance loss because of WFC. The premise of this hypothesis is grounded in the conservation of resources theory established by [Hobfoll et al. \(2018\)](#) whose specify that people try to keep their resources (such as time, energy, and emotional strength) and feel stressed when these resources are undermined or depleted. Hindrance stressors increase the rate of utilization of the resources hence detrimentally reducing the abilities of the employees to meet the work and family challenges thus performance.

H2: Hindrance stressors mediate the relationship between work-family conflict and employee performance.

2.3 Moderating role of Perceived Organizational Support (POS) and Employee performance

Perceived Organizational Support has to do with employee perception of how much their organisation supports their work and is concerned about their welfare. As postulated by [Rhoades and Eisenberger \(2002\)](#), POS plays a very significant role in how employees perceive their job and employer. From the results, it is clear that there is a positive relationship between POS constructs and job attitudes and behaviors: namely, job satisfaction, affective commitment, and job performance. From the moderate perspective, POS acts as a buffer to the effect of WFC and hindrance stressors with a negative relationship with the performance of employees.

Based on the suggestions of support from the employers and those proper policies like work options, mental health care, and communications, staff members are

able to address WFC more efficiently. The study by [Yang, Zhang, Shen, Liu, and Zhang \(2019\)](#) shows that the more organizations are viewed as supporting the more WFC has a lesser negative impact on the worker's performance. This occurs predominantly because POS provides workers what they need for the discharge of their professional and personal obligations while creating a sense of psychological safety that is necessary to prevent resource drain, which WFC is known to cause hence improving performance.

Numerous prior researches have shown that POS influences WFC-job performance relationship. Wang et al expounded that employees who had high POS usually exhibited low WFC because employees have understood that their organization is supporting their balancing of work and family responsibilities. Similarly, [Allen et al. \(2021\)](#) pointed out that workers with the perceived organisational support enhance the ability to cope with WFC and job performance whilst in conflict. This resilience is important in stressful time within and outside working environment where work and family demands intermingle. Furthermore, [Niu et al. \(2020\)](#) established that POS not only buffers the effect of WFC negatively on employees' well-being, but also plays a mediator role of helping to improve job performance through employee engagement. These effects result in higher production rates or increased commitment to organizational objectives, which supports why exactly support systems diminish the negative associations between WFC and performance.

It is possible to adopt integrated models rooted in psychology and organizational behaviour to understand work-family conflict (WFC) when amplified by factors that negatively impact performance, and positive organisational support (POS). [Lambert and et al. \(2020\)](#) introduced a model which suggest that POS shields WFC stressors and hindrance stressors from adversely affecting job performance. That just shows that when employees feel supported by their organization, they do not experience stress emanating from challenges such as work to family conflict or other barriers within the workplace [J. A. Kahn, Parsons, Pizzo, Newburger, and Homer \(2023\)](#). Such an environment encourages the members of staff to be security and socially included for them to be able to attend to their tasks without feeling the constant pressure of not measuring up to the standards in both capacita.

Similarly, [Gibson et al. \(2021\)](#) revealed that POS helps employees to be strong against hindrance stressors to sustain their performance regardless of high WFC levels. This resilience is very useful in high stress fields where people have to multi-task in their working environment. Fostering POS has implications for improving employees' work role solutions to enable them improve their performance, thereby increasing organisational performances.

[Bailey et al. \(2019\)](#) showed that POS can lessen the impact of hindrance stressors because employees are able to get the resources they require, as well as the flexibility they need to effectively manage the conditions of their work. For example, using WHIZ-FC, we can identify that the organizational contingencies of clear communication, development, and supervisory intervention may reduce the levels of hindrance stressor on performance. Thus, engaging and committed employees who feel their needs are met will do take the initiative to solve problems at the workplace.

Moreover, [Mullen \(2020\)](#) reported that perceived organizational support was positively related to psychological ownership in receiving coworker support or finding resources to help solve a workplace issue. The proactive approach is very important for minimising the effects of hindrance stressors and enhancing the quality of job performance. When employees learn that they are allowed to seek help and when they think positively regarding their support systems, they can overcome those challenges and remain productive.

POS stands for Perceived Organizational Support and the amount of support given by the employer to the employee is generally known to boost performance and well-being of the employee regarding WFC and hindrance stressors. However, with recent research conducted, they found that POS is not always as positively correlated with employee outcomes as first assumed. Despite traditional POS theories as provided by [Rhoades and Eisenberger \(2002\)](#), which state that; high levels of POS increase job satisfaction and performance, there is another viewpoint as provided by [J. A. Kahn et al. \(2023\)](#). They say that dependency may be created when an organization provides too much support and fail to allow employees to be fully self-sufficient when it comes to their organisational development of work-life balance. This dependence can lead to deficits in self-efficacy, which do not allow

the employees to deal with such tasks as they must be solved without supervisor's help [J. A. Kahn et al. \(2023\)](#). Therefore, whereas the POS as a concept usually presents returns, a focus on this procedure can sometimes negatively influence the capacity of the actors to accomplish call responsibilities.

Furthermore, [Y. Chen and Fulmer \(2018\)](#) explored antecedents of POS in relation to WFC and identified that personal factors including personality traits are also mediators of that relationship. They say that despite their studies, they found that employees with higher levels of intrinsic motivation or personal resourcefulness do not gain as much from POS as those with lower levels of resourcefulness. The extensive cross-sectional research in stressful occupations such as healthcare and information technology suggests that those who under normal conditions possess strategies to counter conflicts may not require considerable organizational support and therefore are likely to develop a purer, more precise relationship between POS and individual attributes.

However, as revealed by [Roy, Verma, and Gupta \(2023\)](#), the significance of POS for WFC decrease varies concerning context, producing difference in organizational culture. More specifically, their results suggest that strong organizational support and high levels of communication help in the cultivation of a context that will allow for the benefits related to POS to arise. On the other hand, within organizations characterized by top-down structure and little provision, perceived effectiveness of POS is reduced.

In these climates composite scores revealed that even though there is support from the organization it is discarded by the unsubmissive culture of organizations ultimately indicating that the relationship between POS and employee outcomes is moderated heavily by the total organizational climate. Any-ways, as it has been said, POS is normally considered beneficial, but some researchers argue that too much support might have unwanted consequences. An argument that [J. A. Kahn et al. \(2023\)](#) makes is that, as free organizational help is provided to the workers they may begin to seek help from other sources rather than developing personal resources for handling stress. This leads to reduced self efficacy because the employee is unable to deal with work family challenges without tapping into the support the organization provides. Furthermore, [G. Chen and Fulmer \(2022\)](#) realised that

not all the employees in an organisation are benefited to the same extent through POS. WFC may not necessarily require a lot of organizational support; however, some individuals, especially those with high personal resources and self-motivation, may barely need organizational support. To these employees, recommendation or hand-holding may appear irritating, as they would prefer to feel that they are in charge at the workplace. This goes to show that POS effectiveness depends on the difference that is personal and should therefore not be used to prescribe for everyone.

It has also been realized that POS varies across different culture contexts in workplaces. Thus, culture derived from the Managing Cultural Differences model postulates that collectivist cultures, commonly encountered in Asia and Latin America, make much of strong social and organizational support. In such cases, POS greatly offsets the effects of WFC and stress thereby leading to improved job satisfaction and performance [Roy et al. \(2023\)](#). Employees from these cultures expect organizational support in personal and professional challenges they face in their working environment.

Nevertheless, in individualistic cultures which are characteristic of most Western states, POS might have a smaller effect. Employers in these cultures often tend to choose self-organization and autonomy in the aspects of work organization and/or family responsibilities [L. Nguyen, Quang, and Chen \(2023\)](#). When companies offer too much support, it can carry a signal of unneeded support and at times be culture to be seen as supervision. The data derived from the present work suggest that culture must be considered when setting policies to enhance POS.

As the form of telework and other digital communications increased, researchers have endeavored to examine the effect of technological advances on POS. Com 2021, [Zhao et al. \(2022\)](#) discovered that companies adopting digital HRM solutions, including electronic feedback tools and AI assistance tools, can improve employees' perception of organizational concern. Additional occupations relate to virtual wellness programs, mental health application, and digital training tools to mean increased POS as they enable workers easy access to wellness tools that help to address stress and family-work demands [Mullen \(2020\)](#). However, some studies show that telework can reduce POS if organisations fail to maintain open

communication systems [Bailey et al. \(2019\)](#). Teleworkers especially might get a feeling of loneliness in their working since they may not frequent their managers for feedbacks or positive support. Hypotheses suggest that increased POS can be preserved during virtual team meetings; online mentoring programs; and digital EAP [Gibson et al. \(2021\)](#).

Besides, an eight-year follow-up study conducted by [Nguyen and Baird \(2024\)](#) indicated that POS may become ineffective. Whereas, the first impressions for help can boost the overall performance at the workplace, the employees might start building negative psychological immune response in one or two years reducing the effectiveness of support if the support offered is considered fake or inadequate. This time related factor suggests that while POS may have positive impacts on organisational variables, it is incorrect to always associate high levels of POS with positive outcomes, thereby calling for continued support of any real support programs so as to continually enhance the impact it has on employee performance.

In the study by [Zhang and Zheng \(2023\)](#), it is pointed out that POS has both a protective and a risky factor. Both of them propose that under highly stressful conditions, POS could play a disruptive role in terms of buffering work-family conflict and hindrance stressors. But if the employees start viewing the POS factor as contingent or exchange based meaning that they are receiving it only with the expectation of enhanced performance this may also cause stress and disengagement. This unique view suggests that the management of support perception be done proficiently without any negative impacts.

While POS helps in improving employee well-being, some studies suggest that the impact might reduce with time. Studies done by [Nguyen and Baird \(2024\)](#) showed that the initial support given by the organization in performance improvement leads to better employee performance, but only when the support programs do not seem to grow or seem fake. This means that organizations should always check their support provision and mode, and how they could meet employees' needs in the future.

Further, [Zhang and Zheng \(2023\)](#) argue that if the employees think that the organisation support is a tactic to get more work done, they may lose interest. This can be observed when POS is perceived in terms of transactional as opposed to

being received as authentic support. Thus organizational leaders would have to ensure that support initiatives are indeed real, sustainable and integrated to suit different need of any company's employees for long term effectiveness.

Literature examines reveal that work, family, conflict, hindrance stressors and perceived organizational support have a significant influence on the performance of employees. Through WFC, the job satisfaction plus productivity is lowered; hindrance stressors on the other hand augment the above negative effects due to enhanced stress and frustration.

However, POS plays an informative role that assists employees in dealing with stresses in their work, and family, reducing the impact of WFC on their productivity. Improving POS should be classified as a major objective for enhancing organizational performance as well as overall employee health and happiness, and it should be achieved by strengthening flexibility work programs and supporting leadership and organizational communication.

H3: Perceived Organizational Support (POS) moderates the relationship between hindrance stressors and employee performance

2.4 Conceptual Framework

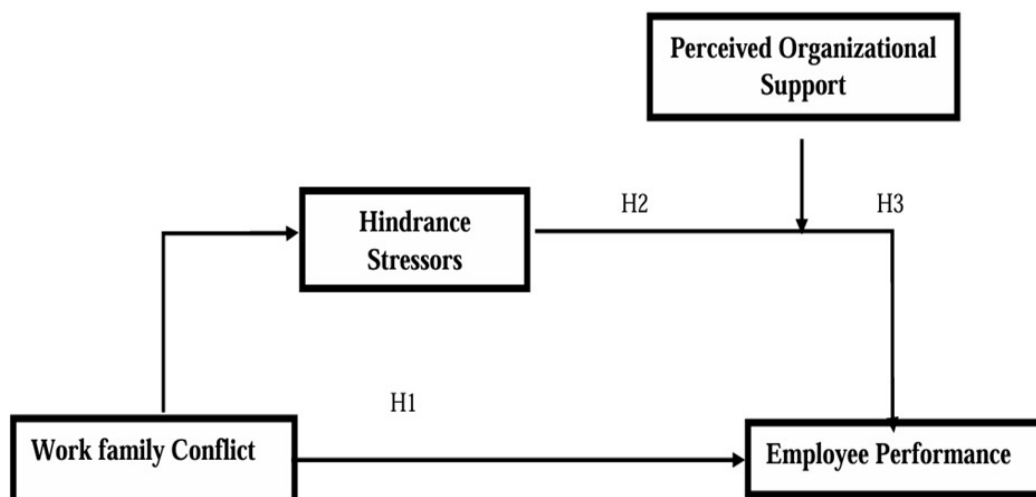


FIGURE 2.1: Conceptual Framework

In this work, the author theoretically define work to family conflict based on its effects on employee performance, mediated by hindrance stressors and perceived organisational support (POS). There are two types of Work-Family conflict: infringement type and time based This is a type of conflict that may affect how an employee is productive at his workplace due to a conflict between work and the family. Hindrance stressors are those that act as barriers in workplace, and they are believed to have the effect of increasing the ill effects of work-family conflict on performance. On the other hand, POS, which permits capturing how employees feel regarding their support by the organization, is expected to moderate these effects. There is evidence that where POS is high, work family conflict negatively affects performance while conversely, where POS is low, it aggravates the problem. The analysis of these factors using this framework makes it easier to explain how they play out in live organizations and impact on the employees' performance.

2.5 Summary of the Chapter

This chapter explored the foundational concepts and empirical evidence supporting the relationships between work-family conflict (WFC), hindrance stressors (HS), perceived organizational support (POS), and employee performance (EP), ultimately leading to the formulation of three key hypotheses. Drawing upon Role Theory as a primary lens, the review highlighted how competing work and family demands create significant strain, manifesting as WFC. Research consistently demonstrates the detrimental impact of WFC on employee performance, leading to decreased job satisfaction, increased emotional exhaustion, and reduced productivity.

Furthermore, the literature reveals that WFC acts as a catalyst for hindrance stressors, such as role ambiguity and organizational constraints, which further impede employee performance. This suggests a mediating role for HS in the WFC-EP relationship. However, studies also indicate that perceived organizational support (POS) can buffer these negative effects. Employees who perceive their organization as supportive are better equipped to manage stress and maintain performance, even when faced with WFC and HS.

The review also examined the influence of individual differences, organizational culture, and contextual factors, such as the COVID-19 pandemic, on the work-family interface. These factors highlight the complexity of the relationships under investigation and underscore the need for a nuanced understanding of how WFC, HS, and POS interact to influence employee performance.

Chapter 3

Research Methodology

This chapter provides with an account of the research design that was used in establishing the correlation between work-family conflict, hindrance stressors, perceived organizational support and employee performance, given the IT sector in Rawalpindi and Islamabad.

This chapter first review the research philosophical framework, afterward the description on the research method, the way the chapter is constructed and why this selection was made. Thus, it outlines the demographic data of the study and sampling and data collection instruments used in the study.

In order to maintain methodological understanding, the chapter describes the instruments applied in assessing each of the variables, as well as steps taken toward reliability and validity. Also, details concerning the analysis tools such as descriptive and inferential statistics are discussed to ensure that understanding of the results is precise.

Issues of ethical concern are raised to affirm compliance with research requirements that protects the participants. Finally, the chapter discusses concepts often used to moderate the relationship between the key study variables and the actions taken to control them in the analysis. This chapter motivates the methods of data collection and analysis to provide valid, trustworthy, and relevant results of the research to a wide audience in the IT field.

3.1 Research Philosophy

This research is based on the positivist paradigm since the actual human world is amenable to scientific analysis and real knowledge is best attained through quantitative data. Positivism is grounded on the premise that reality is both real and independent of individuals and as such, researchers can observe and analyze facts and make conclusions from the results obtained from the analysis using statistic and quantitative techniques [Creswell \(2014\)](#).

In line with this philosophy of positivism, the study focuses on quantitative measurement of variables, with an aim of identifying rightful relationship between such variables by use of statistical techniques, while also ensuring that results that are obtained are both credible, and free from bias and/or vices that are inherent with invalidity.

The method of data collection is firmly supported by the positivist paradigm because it affirms the use of only scientific tools for data collection so that the researcher does not impose any bias or subjectivity on the research outcome. In this case, the study focus on controllable measureable association between work family conflict, hindrance stressors, perceived organizational support and employees performance since most of them possess measures [Saunders, Lewis, and Thornhill \(2019\)](#). Using a systematic survey instrumentality, the study aggregates data that is statistically analysable thus offering crisp and universal insights concerning these relationships.

The organizational research using positivist methodology is particularly relevant in investigations of behaviors within the organizations because of its ability to identify variables, and their relationships, upon which more theories can be developed and tested for hypotheses. Namely, using statistical methods, it is possible to assess whether work-family conflict had a direct effect on the performance or if perceived organizational support has a moderating role in this process [Bell, Harley, and Bryman \(2022\)](#). Sequential clarification of only specific research methods enables making conclusions that can be applied systematically in similar organizational settings, which in turn enhances the overall understanding of work-family relations in professional settings. Furthermore, a positivist approach, which does

not take a side in an issue, allows the study to offer concrete recommendations for use by organizational leaders. Since the paper tries to research the effects of work to family conflict and support where necessary on overall performance, the study provides important information, which organizations can use in the formulation of strategies aimed at improving the welfare of the human resource in the organization. For example, if the result reveals that POS can mitigate the effect of WFC on performance to a large extent, decision-makers should assess the possibility of investing in programs to enhance supportive organizational climate in the workplace.

A positivist research philosophy used in this study enables a systematic, neutral, and replicable analysis of the patterns involving work-family conflict, hindrance stressors, perceived organizational support, and employee performance. In addition to increasing the credibility of the study findings, this approach also increases their importance as well as their theoretical relevance to the field and practical implications for policies and practices within organizations [Bell et al. \(2022\)](#).

3.2 Research Approach

Subsequently in this study, a deductive research approach was used, whereby the researcher adapted theories and hypothesis on work to family conflict and other related factors including POS, hindrance stressors and employee performance. They are set on the assumption that research should work a logical level down from general theories to specific observations; therefore, they are appropriate for analyzing hypotheses ensuing from prior researches that have been provided with heavy support [Saunders et al. \(2019\)](#).

Deductive research approach helps the researchers to compare the mass obtained data with proposed theoretical concepts in order to support or invalidate the theoretical relationships, with the help of existing literature. In the area of organizational behavior, this method enhances the empirical study of the research hypotheses that can be derived from previous studies conducted in the field. The research employs an Sequential Approach with a well-developed structured Questionnaire such that the answers provide the specifics on each variable namely, work-family

conflict, organizational support, and employee performance. This kind of survey helps in accumulation of homogeneous data which are significant for acting statistical analysis and hypothesis testing [Creswell \(2014\)](#). Moreover, since statistical tests quantify the relationship between the variables, the study systematically analyzes all the assertions made concerning the relationship between the variables, and conclusions arise from the findings objectively.

Another advantage of using deductive approach is that the study offered a mode of replication since the methodology can be conducted in different organisations to confirm the findings. This is especially beneficial for progressing in the field of OB, since current research adds to a pile of compiled findings that either support existing theories within the field or provide further clarification into the matter [Bell et al. \(2022\)](#).

Therefore, in addition to supporting or rejecting the adopted hypotheses, the study provides valuable recommendations on mitigating the work-family conflict and its implication to employees, allowing organisations to improve the existing work-place practices. Thus, this deductive study, which is guided by hypotheses, offers a theoretical and practical contribution to understanding how to manage work-to-family interface within organisations [Saunders et al. \(2019\)](#).

3.3 Research Design

In this current study, findings of correlation between work-family conflict, hindrance stressors, perceived organizational support and employee performance were assessed using quantitative research methodology. Cross-sectional survey method was adopted and this enabled the administration of data from a large number of employees at a certain period of time in Rawalpindi and Islamabad of the Information Technology (IT) sector. This design was selected to examine the hypothesized relationships between the variables through statistical analysis which would help to collect data from a heterogeneous roster of participants [Creswell \(2014\)](#).

The strength of the quantitative research design consists of the factual specifics of the study due to sample size to measure their reproducibility in the widescale population. It makes data collection easier and the utilization of statistical means

to systematically deal out the compound hypothesis. Furthermore, the quantitative data generated by quantitative research point to practical communication and decision-making. However, this approach has a number of disadvantages as well. It accomplishes the measurement of relationships, but might not have the depth and richness of human behavior and experience. In this study, the cross-sectional research design used means that causal inference is not possible, and response biases may distort the data. Further, the study might only capture the data at one period and many contextual characteristics or evolution of phenomena might be missed, which hinders the understanding of the interactions of the investigated factors. Lastly, due to the quantitative design, there may be limited opportunities to pursue new themes or fresh variable which were not envisaged earlier. On the strength of the analytical approach used to undertake this research, it is noteworthy that this research has several quantitative research strengths that enhance the study of the relationships between work-family conflict, hindrance stressors, POS and employee performance while at the same time, there are certain limitations that are worth considering when analysing the findings.

3.4 Population and Sample of the Study

The targets of research entered the study with paid employment in Information Technology (IT) companies operating in Rawalpindi and Islamabad within Pakistan. Thus, the participants were selected from different IT junior and senior positions of various IT companies. This sector was selected for the study because previous research has highlighted the high levels of work to family conflict and stress in this sector because it is highly demanding and fast-paced.

To calculate the sample size for the research, the subsequent formula was used, enabling a suitable assessment of the necessary sample size even with an unspecified population size:

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2} \quad (3.1)$$

Where

N = required sample size

$Z = Z - value$ (the number of standard deviations from the mean) corresponding to the desired confidence level (*for* 95%, $Z1.96$)

p = estimated proportion of the population

e = margin of error

$$n = \frac{(1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2} \quad (3.2)$$

Calculating this step-by-step

1. $Z^2 = (1.96)^2 = 3.8416$
2. $p(1 - p) = 0.5(1 - 0.5) = 0.25$
3. $(0.05)^2 = 0.0025$

$$n = \frac{(3.8416 \times 0.25)}{0.0025}$$

$$n = \frac{0.9604}{0.0025}$$

$$n = 384.16$$

In the first calculation a confidence level of 95% and a margin of error of 5% was used. The preliminary screening of the IT sector for the population size gave an estimated sample size of about 384 population. This computation allowed getting an adequate statistical power and subjects' appropriateness for the targeted population.

Convenience sampling technique was used to select participant as it focuses on people who are accessible and willing to be part of the study [Bell et al. \(2022\)](#). This was so considered owing to the practical demands of research and participants' availability within the IT sector. The final sample included 391 participants, with variety both in terms of job roles, years of experience and organizational tenure. [Hair, Black, Babin, and Anderson \(2019\)](#) emphasize that a sample size above 100-200 is often sufficient if the study ensures variability and represents the population adequately.

3.5 Unit of Analysis

This study focuses on conducting a case analysis of employing IT workers based in Rawalpindi and Islamabad. This choice is suitable as the studies' objective is to establish the cross-sectional relationships WFC, HS, POS, and EP within the individual level. From the standpoint of separate organizational individuals, the study can reveal how such views influence employees' performance results. Due to the fact that the study adopted a quantitative research approach, specific responses to every survey are subjected to statistical analysis thus making it easier to determine the suggested relationships. In addition, by conducting analysis at the individual level this increases the external validity in a manner that would allow implementation to the general working population falling under the IT industry bracket. Finally, having considered all the factors that potentially influence the level of workplace performance, the main emphasis is made on each employee as the basic analysis unit.

3.6 Instruments

The research employed a structured questionnaire to collect information from participants. The survey included five primary sections: Work-Family Conflict (WFC), Hindrance Stressors (HS), Perceived Organizational Support (POS), and Employee Performance (EP). Every section employed established scales, modified to align with the study's goals.

1. Work-Family Conflict (WFC) was measured using a scale developed by [Netemeyer, Boles, and McMurrian \(1996\)](#), which evaluates the extent to which work interferes with family life and vice versa. The scale has been adapted. One item of the scale is "The demands of my work interfere with my home and family life". The reliability of the scale is 0.864 which suggests that there is high level of internal consistency.
2. Hindrance Stressors (HS) were assessed using the scale developed by [Cavanaugh, Boswell, Roehling, and Boudreau \(2000\)](#), measuring stressors such as role ambiguity and organizational constraints. One item of the scale is "Politics rather than

performance affects organizational decisions”. The cronbach alpha of this scale is 0.745.

3. Perceived Organizational Support (POS) was measured using the scale by Eisenberger, Huntington, Hutchison, and Sowa (1986), capturing employees’ perceptions of how much their organization valued their well-being and contributions. One item of the scale is “The organization values my contribution to its well-being”. The cronbach alpha of this scale is 0.827.

4. Employee Performance (EP) was assessed using Williams and Anderson (1991) scale, which measures task completion, efficiency, and contributions to organizational success. One item of the scale is “I adequately complete assigned duties”. The cronbach alpha of this instrument is 0.768.

TABLE 3.1: Scale Reliability

Variable	Items	Scale	Cronbach’s Alpha
WFC	5	Netemeyer et al. (1996)	0.864
HS	5	Cavanaugh et al. (2000)	0.745
POS	13	Eisenberger et al. (1986)	0.827
EP	11	Williams and Anderson (1991)	0.768

This survey included various statements which all required participants to quantify their level of agreement using a 7-Likert scale, ranging from Strongly Disagree to Strongly Agree.

3.7 Data Collection

Information gathering took place using structured questionnaires. The data was collected from IT employees working in Rawalpindi and Islamabad. To this end, participants were first provided with a consent form that provided information concerning objectives and purpose of the study and indicated that participants’ details would remain anonymous and participation was voluntary.

Respondents were allowed two weeks to fill the survey essay and reminders were sent to them half way through the time provided to increase the response rate.

A total of 500 questionnaires were initially distributed. Out of these, 391 were found usable. The remaining 109 questionnaires were excluded due to incorrect or missing responses.

The collected data was secured so that only the author of the study could access it. [Hair et al. \(2019\)](#) emphasize that for regression-based studies, a sample size above 100-200 is often sufficient if the study ensures variability and represents the population adequately.

3.8 Sampling Method and Rationale

The main sample selection technique that was used in the conduct of the study was convenience sampling. Although there are weaknesses in terms of generality due to selection bias of convenience sampling method, this sampling method was employed because of the time effectiveness and relevancy of the target participants in the mentioned IT companies.

The number of students per group was estimate using the above-mentioned formula so as to get large enough sample size capable of producing meaningful statistical values. Convenience sampling has some advantages like; its is usually easy to administer and is relatively cheap [Bell et al. \(2022\)](#). It makes it possible to gather data from willing participants, where sometimes, the research is done under time constraint [Etikan \(2021\)](#).

Further, it is more economical than other probability sampling methods of undertaking a large sample selection as it does not involve considerable costs in recruiting participants [Jager, Putnick, and Bornstein \(2020\)](#). But it also has significant drawback at the same time. The systematic way of performing the search might cause selection bias, which might influence generalization of the results.

In addition, convenience sampling may not have the sufficient variation, as there can be a possibility to gather the participants who do not represent the main population and therefore the results may be the skewed by the particularity of participants and their accessibility.

3.9 Data Analysis

The data were analyzed using SPSS and SmartPLS 4. SPSS was used for descriptive statistics, summarizing demographics and key variables, including work-family conflict, hindrance stressors, perceived organizational support, and employee performance. SmartPLS 4 was employed for Structural Equation Modeling (SEM) to analyze the measurement model, assess convergent and discriminant validity, and conduct Confirmatory Factor Analysis (CFA). The mediating role of hindrance stressors and the moderating effect of perceived organizational support were also examined using SmartPLS 4. This chapter presents the study results, starting with respondent profiles and response rates, followed by descriptive statistics, normality tests, and hypothesis testing.

3.10 Ethical Considerations

Ethical considerations were prioritized throughout the study to ensure the protection and well-being of all participants. The following ethical principles were strictly adhered to:

3.10.1 Informed Consent

Prior to taking part in the study, all participants received a comprehensive overview of the research goals, methods, and possible risks associated. At the start of the survey, an informed consent form was provided, stating that participation was voluntary and that participants could leave the study at any moment without facing any consequences. By finishing the survey, participants gave their implied agreement to take part.

3.10.2 Confidentiality and Anonymity

The confidentiality and privacy of participants were protected. No personal identifying information was obtained, and the data was examined in a combined manner to maintain anonymity. The responses from the survey were kept safe, and the

data was accessible only to the researcher. All participants were guaranteed that their answers would stay confidential and would solely be utilized for this research.

3.10.3 Voluntary Participation

Taking part in the study was completely optional. Participants were made aware that they were not required to finish the survey and could opt out of responding to any questions they found uncomfortable. No incentives were provided that might improperly affect participants' choice to engage.

3.10.4 Minimization of Harm

The research carried minimal risk to participants since it merely required filling out a questionnaire. No private personal or financial information was asked for. Participants were notified that they could stop the survey at any time if they felt any discomfort.

3.10.5 Data Integrity and Protection

All gathered information was managed in accordance with applicable data protection laws to ensure the safety of personal data. The information was saved on a secure laptop and would only be retained for as long as needed to finish the analysis. Once the research is complete, the information will be securely erased.

By following these ethical standards, the research ensured that all participants were treated with respect, and their rights were protected throughout the study.

3.11 Summary of the Chapter

This chapter outlines the methodological approach used to investigate the relationships between work-family conflict (WFC), hindrance stressors (HS), perceived organizational support (POS), and employee performance (EP) within the IT sector of Rawalpindi and Islamabad. Employing a positivist philosophy and a deductive

research approach, the study utilized a quantitative, cross-sectional survey design to gather data from IT professionals via convenience sampling.

The chapter emphasized ethical considerations, ensuring informed consent, confidentiality, anonymity, voluntary participation, minimization of harm, and data integrity. The rationale for the chosen methodologies, including the sampling technique and data analysis tools, was provided to ensure the study's validity and trustworthiness, ultimately aiming to provide meaningful insights into the dynamics of WFC, HS, POS, and EP in the IT sector.

Chapter 4

Result and Analysis

4.1 Overview

This chapter presents the results of the study and tests the research hypotheses. It begins with the profile of the target respondents and the response rate. Next, it shows the descriptive statistics and normality tests. The chapter also explains the research methods used. Structural Equation Modeling (SEM) was applied to analyze the measurement model. This includes testing for convergent and discriminant validity. Lastly, the chapter presents the results of the Confirmatory Factor Analysis (CFA).

4.2 Data Analysis

The data analysis was carried out using two statistical tools: IBM SPSS Statistics 27 and Smart PLS 4.

4.2.1 Data Screening

Before conducting the main analysis, it is essential to examine and clean the data to ensure it is reliable, usable, and valid for testing theories [Hair et al. \(2019\)](#). In this study, the data was screened to identify missing values, check accuracy,

detect outliers, and assess normality, linearity, multicollinearity, and singularity both univariate and multivariate.

Data accuracy is a key part of this process. Errors may occur during data entry, which can affect results such as correlations and regressions. To ensure accuracy, the best approach is to carefully proofread and cross-check the original data with the entered data. However, since this study involved a large dataset, graphical presentations and descriptive statistics were used to examine the variables and screen the data (Tabachnick & Fidell, 1996). The descriptive analysis confirmed that the data entered was accurate and ready for further analysis.

4.2.2 Missing Values

Missing data can create several problems during analysis. If a dataset contains missing values, it can complicate the research model and sometimes make it impossible to perform the analysis. It may also introduce bias, especially when respondents skip certain questions (Tabachnick & Fidell, 1996). According to [Hair et al. \(2019\)](#), a small amount of missing data can be ignored, particularly in large samples. In such cases, listwise or pairwise deletion methods can be used. For this study, listwise deletion was applied to handle missing values. A total of 500 questionnaires were initially distributed. Out of these, 391 were found usable. The remaining 109 questionnaires were excluded due to incorrect or missing responses.

4.2.3 Outliers

Outliers can affect results by violating normality and pulling the mean away from the median. Univariate outliers have extreme scores on one variable, while multivariate outliers show extreme scores on two or more. In this study, box plots were used to detect univariate outliers. Box plots display data distribution using quartiles and the median; values outside the box are potential outliers.

The model was tested with and without multivariate outliers, and results showed no significant impact on model fit. Since only a few outliers were found and did not affect outcomes, they were retained, and no data transformation was applied.

4.3 Results

Data was collected through both formal print media and online questionnaires, which were shared electronically with IT employees based in Rawalpindi and Islamabad. Participants were first given a consent form explaining the study's purpose, ensuring anonymity, and confirming that participation was voluntary.

The data analysis was performed using IBM SPSS Statistics 27 and Smart PLS 4. SPSS was used for descriptive statistics, checking for common method bias, and testing normality. Smart PLS was used to evaluate the measurement and structural models.

Additional statistical tests such as coefficient of determination variance inflation factor (VIF), effect size and predictive relevance were also conducted using Smart PLS.

4.3.1 Characteristics and Sample of Respondents

4.3.1.1 Gender of the Respondents

The gender distribution of the respondents indicates that 64.7% ($n = 253$) of the participants are male, while 35.3% ($n = 138$) are female. This relatively balanced representation ensures that the study captures perspectives from both genders, allowing for a more comprehensive analysis of work-family conflict and its impact on employee performance.

Given that prior research suggests gender differences in the experience of work-family conflict, with women often facing greater challenges due to caregiving responsibilities, this distribution provides valuable insights into how both male and female employees navigate work and family demands.

TABLE 4.1: Gender Statistics

Gender	Frequency	Percent
Male	253	64.7
Female	138	35.3
Total	391	100.0

4.3.1.2 Age of the Respondents

Table 4.2 presents the distribution of respondents based on their age groups. The largest age group consists of individuals aged 41-50 years, accounting for 121 respondents (30.9%), followed closely by the 51-60 years age group, which includes 106 respondents (27.1%). This suggests that a significant portion of the workforce is middle-aged or nearing retirement. The 21-30 years age group comprises 90 respondents (23%), indicating a considerable presence of younger employees, while the 31-40 years group, with 74 respondents (18.9%), represents the smallest proportion of the sample.

TABLE 4.2: Age Statistics

Age	Frequency	Percent
21-30	90	23
31-40	74	18.9
41-50	121	30.9
51-60	106	27.1
Total	391	100.0

4.3.1.3 Experience of the Respondents

Table 4.3 presents the distribution of respondents based on their years of experience within the organization. The largest group, comprising 119 respondents (30.4%), has less than three years of experience, indicating that a significant portion of the workforce consists of relatively new employees. This is followed by 99 respondents (25.3%) with less than a year of experience, further highlighting the presence of a substantial number of newcomers. Employees with three to five years of experience make up 87 respondents (22.3%), while the most experienced group, with more than five years of experience, consists of 86 respondents (22.0%).

TABLE 4.3: Experience Statistics

Experience	Frequency	Percent
Less than a year	99	25.3
Less than 3 years	119	30.4
Less than 5 years	87	22.3
More than 5 years	86	22.0
Total	391	100.0

4.4 Results of Normality Tests

Before conducting any statistical analysis, it is essential to test for data normality, as it supports accurate hypothesis testing. The data should follow a normal distribution or be approximately normal for valid results. The outcomes of the normality tests conducted in this study are presented below.

4.4.1 Work-Family Conflict (WFC)

Table 5 presents the descriptive statistics for the Work-Family Conflict (WFC) variable, the first construct examined in this study. The scale consisted of five items (WFC1 to WFC5), measuring the extent to which work responsibilities interfere with family life. Sample statements include: “The demands of my work interfere with my home and family life” and “The amount of time my job takes up makes it difficult to fulfill family responsibilities.” Responses were collected using a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree).

The values of both skewness and kurtosis fall within the acceptable range of ± 2 , indicating that all items are approximately normally distributed and the data meets the required threshold for normality.

TABLE 4.4: Descriptive Statistics (WFC)

Items	Min	Max	Mean	SD	Kurtosis	Skewness
WFC1	1	7	4.541	1.64	-0.583	-0.379
WFC2	1	7	4.355	1.668	-0.796	-0.334
WFC3	1	7	5.048	1.706	-0.424	-0.695
WFC4	1	7	4.904	1.85	-0.721	-0.607
WFC5	1	7	4.581	1.722	-0.747	-0.459

4.4.2 Hindrance Stressors (HS)

Table 6 presents the descriptive statistics for the Hindrance Stressor (HS) variable, the second construct examined in this study. The scale included five items (HS1 to HS5) designed to measure the extent of workplace stressors that hinder

performance. Example statements include: “The degree to which politics rather than performance affects organizational decisions” and “The inability to clearly understand what is expected of me on the job.” Responses were gathered using a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree).

The skewness and kurtosis values for all items fall within the acceptable range of ± 2 , indicating that the data is approximately normally distributed and suitable for further analysis.

TABLE 4.5: Descriptive Statistics (HS)

Items	Min	Max	Mean	SD	Kurtosis	Skewness
HS1	1	7	5.023	1.504	0.11	-0.808
HS2	1	7	4.589	1.771	-0.837	-0.434
HS3	1	7	4.652	1.831	-0.79	-0.578
HS4	1	7	4.645	1.647	-0.683	-0.461
HS5	1	7	4.056	1.627	-0.804	-0.3

4.4.3 Perceived Organizational Support (POS)

Table 7 presents the descriptive statistics for the Perceived Organizational Support (POS) variable. The scale consisted of twelve items, coded from POS1 to POS13, for ease of data entry. Sample statements include: “The organization values my contribution to its well-being” and “The organization strongly considers my goals and values.” Data was collected using a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree).

The table displays the minimum, maximum, mean, standard deviation, skewness, and kurtosis values for each item. All skewness and kurtosis values fall within the acceptable range of ± 2 , indicating that the data is approximately normally distributed and meets the threshold for further statistical analysis.

TABLE 4.6: Descriptive Statistics (POS)

Items	Min	Max	Mean	SD	Kurtosis	Skewness
POS1	1	7	4.876	1.739	-0.534	-0.707
POS2	1	7	4.358	1.59	-0.481	-0.528
POS3	1	7	5.761	1.317	2.72	-1.54
POS4	1	7	5.797	1.226	2.644	-1.492
POS5	1	7	5.152	1.672	-0.047	-0.822
POS6	1	7	4.764	1.633	-0.427	-0.581
POS7	1	7	4.228	1.541	-0.455	-0.404
POS8	1	7	4.541	1.64	-0.583	-0.379
POS9	1	7	4.355	1.668	-0.796	-0.334
POS10	1	7	5.048	1.706	-0.424	-0.695
POS11	1	7	4.904	1.85	-0.721	-0.607
POS12	1	7	4.581	1.722	-0.747	-0.459
POS13	1	7	4.97	1.559	0.277	-0.893

4.4.4 Employee Performance (EP)

Table 8 presents the descriptive statistics for the Employee Performance (EP) variable, one of the key constructs examined in this study. The scale included eleven items (EP1 to EP11) designed to assess how effectively employees carry out their job responsibilities. Example statements include: “Adequately complete assigned duties” and “Fulfill responsibilities specified in job description.” Responses were collected using a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree). All skewness and kurtosis values for the items fall within the acceptable range of ± 2 , indicating that the data is approximately normally distributed and appropriate for further analysis.

TABLE 4.7: Descriptive Statistics (EP)

Items	Min	Max	Mean	SD	Kurtosis	Skewness
EP1	1	7	3.693	1.486	-0.181	0.272
EP2	1	7	3.444	1.586	-0.444	0.292
EP3	1	7	3.449	1.544	-0.306	0.43
EP4	1	7	3.556	1.501	-0.32	0.36
EP5	1	7	4.985	1.577	-0.007	-0.856
EP6	1	7	5	1.427	0.624	-0.963
EP7	1	7	5.152	1.603	0.379	-1.088
EP8	1	7	4.97	1.559	0.277	-0.893
EP9	1	7	4.607	1.692	-0.475	-0.622
EP10	1	7	5.254	1.906	0.456	-1.257
EP11	1	7	5.343	1.746	0.111	-1.034

4.4.5 All Study Variables

Table 9 presents the descriptive statistics for all study variables. The table shows the minimum and maximum values, along with skewness and kurtosis. All skewness and kurtosis values fall within the acceptable range of ± 2 , indicating that the variables are normally distributed.

4.4.6 Skewness and Kurtosis

The Skewness and Kurtosis tests help assess whether data is normally distributed. According to George and Mallery (2010), values beyond +2 or -2 indicate non-normality, which can affect regression results. In this study, all questionnaire items for each variable were included in the analysis. The results show that skewness and kurtosis values are close to the acceptable threshold of ± 2 , suggesting that the data is approximately normally distributed.

TABLE 4.8: Descriptive Statistics (All Variables)

Variables	N	Min.	Max.	Max.	Std. Dv	Kurtosis	Skewness
WFC	391	1	7	-3.568	1.000	0.608	-0.942
HS	391	1	7	-3.062	1.000	-0.312	-0.350
POS	391	1	7	-3.329	1.000	0.537	-0.722
EP	391	1	7	-2.659	1.000	-0.871	-0.208

The values fall within the normality range (± 2), as proposed by George and Mallery (2010).

4.5 Measurement Model Assessment

4.5.1 Reliability

Validity and reliability were tested using the measurement model in PLS-SEM, following the disjoint approach (Ramayah et al., 2011). This was done in two stages. In the first stage, the lower-order constructs were assessed. In the second stage, results from stage one was used to build the higher-order constructs. Table 10 presents the factor loadings, Cronbach's alpha (ρ_A), Composite Reliability (CR), and Average Variance Extracted (AVE).

TABLE 4.9: Validity and Reliability

Variable	Cronbach's alpha	(ρ_A)	Composite Reliability	(Ave)
WFC	0.864	0.906	0.897	0.637
HS	0.745	0.756	0.833	0.509
POS	0.827	0.880	0.811	0.518
EP	0.768	0.897	0.799	0.534

4.5.2 Construct Validity

To assess the reflective constructs in the SEM-PLS model, validity must be evaluated. Based on established guidelines (Hair Jr et al., 2017), both convergent and

discriminant validity were tested in this study. These tests help determine the overall construct validity of the measurement instruments used.

4.5.3 Convergent Validity

Convergent validity is essential in PLS-SEM. According to [Hair et al. \(2019\)](#), AVE values should be above 0.50, and outer loadings should be greater than 0.70. In this study, the AVE values meet the required threshold, showing acceptable convergent validity. If AVE is slightly below 0.50 but composite reliability is above 0.60, it is still considered acceptable. Therefore, the results in Table 4.10 confirm that convergent validity is achieved for the model.

TABLE 4.10: Average Variance Extracted (Ave)

Variables	Ave
Work Family Conflict	0.637
Hindrance Stressor	0.509
Perceived Organizational Support	0.518
Employee Performance	0.534

4.5.4 Discriminant Validity

Discriminant validity ensures that each reflective construct in the PLS path model is more strongly related to its own indicators than to others. It is a key requirement when analyzing relationships between latent variables. In this study, discriminant validity was assessed using the Fornell-Larcker criteria by examining cross-loadings. The results show that the cross-loadings of all construct items are above or close to 0.70, as shown in Table Measurement Model Analysis, confirming acceptable discriminant validity.

4.5.5 The Fornell-Larcker Criterion

Discriminant validity was assessed using the Fornell-Larcker criterion, a commonly used method for evaluating measurement models. According to this criterion, the

square root of the Average Variance Extracted (AVE) for each construct should be greater than the correlations between that construct and all other constructs in the model. As shown in Table 4.11, the square roots of the AVE values are presented diagonally. Each diagonal value exceeds the corresponding inter-construct correlations, indicating that each construct is distinct from the others. Therefore, the results confirm that discriminant validity is established in the current study.

TABLE 4.11: Fornell-Larcker Criterion for Validity

	1	2	3	4
EP	0.659			
HS	0.531	0.713		
POS	0.791	0.578	0.564	
WFC	0.036	0.345	0.139	0.798

4.5.6 Heterotrait-Monotrait Ratio (HTMT)

To assess discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) approach was suggested by Henseler et al. (2015). According to their recommendation, an HTMT value below 0.90 indicates adequate discriminant validity. As presented in Table AVE, all values meet the established threshold, confirming that discriminant validity has been achieved. HTMT estimates the similarity between latent constructs by comparing the correlations of indicators across constructs. High HTMT values may suggest a lack of discriminant validity, as they indicate that constructs may not be distinct. The HTMT values for the relevant variables are presented in Table 4.12.

TABLE 4.12: Heterotrait-Monotrait Ration (HTMT)

	1	2	3	4
EP				
HS	0.614			
POS	0.684	0.765		
WFC	0.144	0.400	0.770	
POS x HS	0.373	0.211	0.294	0.078

WFC = work family conflict HS = Hindrance Stressor POS = Perceived Organizational Support EP = Employee Performance

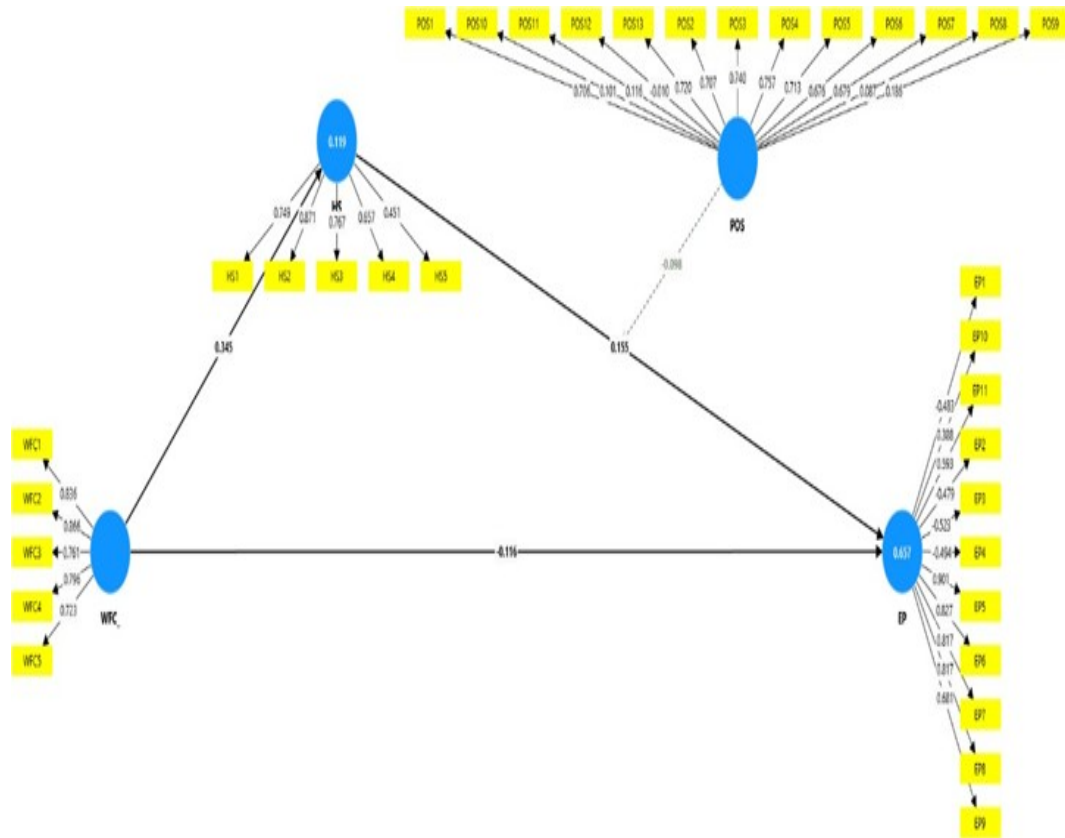


FIGURE 4.1: Structural Equation Modeling

4.5.7 Variance Inflation Factor (VIF)

The current research investigates work family relationships relationships within the context of the IT sector in Pakistan. To examine multicollinearity among the independent variables, Variance Inflation Factor (VIF) values were calculated using regression analysis. VIF measures the extent of multicollinearity in multiple regression models, as high multicollinearity can reduce the statistical significance of independent variables.

As a general rule, VIF values should be below 5 to indicate acceptable levels of multicollinearity (Hair et al., 2011). All the VIF values reported in Table 14 fall within this acceptable threshold, indicating that multicollinearity is not a concern in this study. The variables assessed include Work-Family Conflict, Hindrance Stressors, Perceived Organizational Support, and Employee Performance.

TABLE 4.13: Variance Inflation Factor (VIF)

Variables	Items	VIF
Work Family Conflict	WFC1	2.374
	WFC2	2.420
	WFC3	1.837
	WFC4	2.494
	WFC5	1.915
Variables	Items	VIF
Hindrance Stressors	HS1	1.673
	HS2	2.400
	HS3	2.623
	HS4	2.052
	HS5	1.062
Variables	Items	VIF
Perceived Organizational Support	POS1	4.005
	POS2	3.650
	POS3	3.455
	POS4	3.610
	POS5	1.998
	POS6	4.173
	POS7	3.625
	POS8	2.536
	POS9	2.652
	POS10	1.890
	POS11	2.573
	POS12	2.048
	POS13	1.609
Employee Performance	EP1	2.257
	EP2	3.636
	EP3	4.588
	EP4	4.200
	EP5	4.952

TABLE 4.13: Variance Inflation Factor (VIF)

Variables	Items	VIF
	EP6	3.401
	EP7	3.443
	EP8	2.900
	EP9	2.466
	EP10	1.155
	EP11	1.349

4.6 Direct and Indirect Paths

TABLE 4.14: Direct and Indirect Paths

Direct Effects	B	S. E	t-value	p-value
WFC → EP	-0.116	0.114	3.354	0.001
Indirect Effect	B	S. E	t-value	p-value
WFC → HS → EP	0.053	0.021	2.531	0.011

Hypothesis 1: Work-family conflict is negatively associated with employee performance.

The regression analysis for Hypothesis 1 shows a significant negative relationship between work-family conflict and employee performance. The regression coefficient (β) is -0.116, and the p-value is 0.001, indicating a statistically significant relationship. The negative β value confirms that as work-family conflict increases, employee performance decreases. Based on these results, Hypothesis 1 is accepted.

Hypothesis 2: Work-family conflict is positively associated with hindrance stressors, which in turn negatively impact employee performance.

The regression analysis for Hypothesis 2 indicates a significant indirect relationship between work-family conflict and employee performance via hindrance stressors. The indirect effect coefficient (β) is 0.053, and the p-value is 0.011, suggesting a

statistically significant mediation effect. This finding confirms that higher work-family conflict increases hindrance stressors, which subsequently reduces employee performance. Based on these results, Hypothesis 2 is accepted.

4.7 Moderation

$N = 391$, $HindranceStressors \times POS = int - term$

TABLE 4.15: Moderation

(Moderator Variable POS)	B	S. E	t-value	p-value
Interaction Term HS*POS	-0.098	0.035	2.838	0.005

Hypothesis 3: Perceived organizational support moderates the relationship between hindrance stressors and employee performance, such that higher perceived organizational support weakens the negative impact of hindrance stressors on employee performance.

The regression analysis for Hypothesis 3 demonstrates a significant moderating effect of perceived organizational support on the relationship between hindrance stressors and employee performance. The interaction term (β) is -0.098 with a p-value of 0.005, indicating a statistically significant moderation. The negative β value suggests that perceived organizational support buffers the adverse impact of hindrance stressors on employee performance. In other words, when perceived organizational support is high, the negative effect of hindrance stressors on employee performance is reduced. Based on these results, Hypothesis 3 is accepted.

The analysis supports all three hypotheses. Hypothesis 1 reveals a significant negative relationship between work-family conflict and employee performance ($\beta = -0.116, p = 0.001$), indicating that increased conflict reduces performance. Hypothesis 2 confirms that hindrance stressors mediate this relationship ($\beta = 0.053, p = 0.011$), meaning work-family conflict elevates stressors, which then lower performance. Hypothesis 3 shows that perceived organizational support moderates the link between hindrance stressors and performance ($\beta = -0.098, p = 0.005$), suggesting strong support lessens the negative impact of stressors.

4.8 Hypothesis Testing Results

TABLE 4.16: Hypothesis Testing Results

Hyp.Path/Effect	β Coeff.	Std. Dev.	T Stat.	P Value	Status
H1 WFC \rightarrow EP (Direct Effect)	-0.116	0.114	3.354	0.001	Accepted
H2 WFC \rightarrow HS \rightarrow EP (Indirect Effect)	0.053	0.021	2.531	0.011	Accepted
H3 POS \times HS \rightarrow EP (Moderation Effect)	-0.098	0.035	2.838	0.005	Accepted

4.9 Summary of the Chapter

This chapter presented the results of descriptive statistics, correlation analysis, and regression models. The findings support all three hypotheses, confirming the proposed relationships among Work-Family Conflict, Hindrance Stressors, Perceived Organizational Support, and Employee Performance.

Chapter 5

Discussion and Implications

The findings of this study strongly support Hypothesis 1, which establishes a significant negative relationship between work-family conflict (WFC) and employee performance (EP). The results demonstrate that an increase in WFC is associated with a substantial decline in EP, reinforcing the argument that conflict between work and family roles creates strain that negatively impacts workplace productivity.

5.1 Discussion of the Results

Discussion: Hypothesis 1: Work-Family Conflict (WFC) has a negative direct effect on Employee Performance (EP).

The findings of this study strongly support Hypothesis 1, which establishes a significant negative relationship between work-family conflict (WFC) and employee performance (EP). The results demonstrate that an increase in WFC is associated with a substantial decline in EP, reinforcing the argument that conflict between work and family roles creates strain that negatively impacts workplace productivity. This study confirms a strong inverse relationship between WFC and EP, indicating that higher levels of WFC drastically reduce employee performance. This finding aligns with [Greenhaus and Beutell \(1985\)](#), who identified work-family conflict as a major source of inter-role stress that disrupts workplace efficiency. Employees struggling to balance work and family responsibilities often experience

cognitive, emotional, and physical strain, leading to reduced motivation and job effectiveness [R. L. Kahn, Wolfe, Quinn, Snoek, and Rosenthal \(1964\)](#). The role strain hypothesis suggests that the demands from multiple life roles create excessive pressure, impairing employees' ability to meet organizational expectations [Schuler and Prottas \(2022\)](#). This study's results align with the broader literature, which consistently highlights WFC as a key predictor of lower job performance. For instance, [McNaughton et al. \(2023\)](#) found that employees experiencing high WFC reported lower job satisfaction, higher withdrawal intentions, and poorer performance evaluations. Similarly, a meta-analysis by [G. Chen and Fulmer \(2022\)](#) reinforced that WFC negatively affects both employee well-being and productivity, emphasizing the need for organizations to establish better work-family integration policies. Furthermore, studies by [Eby et al. \(2019\)](#) have emphasized how WFC can diminish job satisfaction, leading to a reduction in overall performance.

While the negative relationship between WFC and EP is well-documented, certain organizational and personal factors may moderate or buffer this effect. For instance, [Allen and et al. \(2022\)](#) argue that organizations fostering a supportive and flexible workplace climate may reduce the adverse consequences of WFC. Companies that provide resources such as remote work options, flexible schedules, and childcare support enable employees to manage competing demands more effectively, thereby mitigating performance declines. At the individual level, personal coping mechanisms also influence the extent to which WFC affects performance.

[Beutell and Wittig-Berman \(2022\)](#) found that employees who employed adaptive coping strategies, such as time management and seeking social support is experienced lesser performance decline despite facing WFC. This suggests that while WFC is generally detrimental to EP, individual and situational differences may moderate its impact. The findings also highlight the importance of perceived organizational support (POS) in mitigating the effects of WFC. Although this study did not test the moderating effect of POS, prior research by [Rhoades and Eisenberger \(2002\)](#) and [J. Chen, Wang, and Shen \(2020\)](#) suggests that employees who perceive their organization as supportive experience lower stress levels and improved job performance, even in the presence of WFC. Organizational support, such as family-friendly policies, work-life balance initiatives, and stress management programs,

plays a crucial role in minimizing role strain and sustaining employee productivity. Additionally, research by [Hammer, Kossek, Yragui, Bodner, and Hanson \(2009\)](#) has shown that family-supportive supervisor behaviors are crucial in mitigating WFC.

The stressor-emotion model provides further insight into the mechanisms through which WFC affects performance. According to [Hobfoll et al. \(2018\)](#), when employees experience high WFC, they are likely to suffer from emotional exhaustion, job dissatisfaction, and burnout, all of which negatively impact their efficiency and task completion. Similarly, [Liu et al. \(2022\)](#) found that prolonged WFC leads to anxiety and mental fatigue, which, in turn, reduces employees' ability to focus and complete work-related tasks effectively. This aligns with [Sonnentag and Fritz \(2015\)](#), who emphasized that employees experiencing chronic WFC exhibit reduced engagement and lower productivity levels.

Furthermore, [Bakker and Demerouti \(2018\)](#) highlighted that WFC can lead to a depletion of job resources, which further exacerbates the negative impact on performance. Beyond individual performance, WFC has broader implications for organizational effectiveness, particularly in employee retention. [Wang and Wang \(2021\)](#) reported that organizations with high WFC levels experience higher turnover rates, as employees seek jobs that offer greater flexibility to balance family responsibilities. This suggests that failure to address WFC not only affects individual productivity but also weakens workforce stability, leading to increased recruitment and training costs for organizations. The concept of role overload further explains the performance decline associated with WFC. [Nilsen et al. \(2022\)](#) define role overload as the excessive accumulation of work and family responsibilities, leading to stress and eventual burnout.

The WFC model suggests that employees experiencing role overload struggle to allocate adequate time and energy to both domains, resulting in physical exhaustion, mental fatigue, and declining work output. Employees overwhelmed by competing demands may prioritize one role over the other, leading to task neglect and diminished job efficiency. Additionally, studies by [Duxbury and Smart \(2011\)](#) have shown how digital technologies have blurred the lines between work and family, increasing WFC. The negative correlation between WFC and EP highlights

the urgent need for organizations to implement policies that reduce WFC. Employers should consider work-life balance programs, flexible work arrangements, and support mechanisms to alleviate the strain caused by competing work and family responsibilities. [Wiley and Dezso \(2016\)](#) suggest that strategies such as telecommuting and flexible work schedules are effective in reducing WFC, ultimately improving productivity. Additionally, while this study confirms the detrimental effects of WFC on EP, future research should explore contextual variables that may moderate or mediate this relationship.

Factors such as organizational culture, job demands, personality traits, and coping styles should be investigated to understand why some employees experience severe performance declines while others maintain stability. [Gonzalez-Morales, Peiró, and Rodriguez \(2022\)](#) propose that the timing of WFC episodes, such as during high-stress work periods or major family events, could also influence performance outcomes. The findings of this study strongly support Hypothesis 1, demonstrating a significant negative relationship between work-family conflict and employee performance. Rooted in role theory and the stressor-emotion model, this study confirms that employees experiencing high WFC struggle to maintain job performance due to stress, burnout, and emotional exhaustion. However, individual coping mechanisms, organizational culture, and perceived support can moderate the severity of this impact. Given the increasing complexity of work-life integration in modern organizations, addressing WFC through supportive policies and flexible work structures is crucial for sustaining both employee well-being and organizational productivity.

Hypothesis 2: The Mediating Role of Hindrance Stressors in the Work-Family Conflict and Employee Performance Relationship

The findings of this study provide robust empirical support for Hypothesis 2, confirming that hindrance stressors (HS) significantly mediate the relationship between work-family conflict (WFC) and employee performance (EP). Statistical analysis revealed a significant indirect effect of WFC on EP through HS, characterized by a mediation coefficient of 0.2853 and a bootstrap confidence interval that excluded zero, thereby validating the presence of a partial mediation effect. This outcome underscores that hindrance stressors serve as a pivotal mechanism

through which work-family conflict negatively impacts employee performance, ultimately leading to diminished efficiency and productivity. This mediation effect illuminates the intricate pathway through which WFC affects work outcomes, extending beyond direct effects to scrutinize the intervening function of perceived workplace obstacles.

Role theory, as initially articulated by [R. L. Kahn et al. \(1964\)](#), provides a foundational theoretical lens for comprehending the interplay among WFC, HS, and EP. According to this framework, individuals occupy multiple social roles, such as employee, spouse, and parent, each associated with distinct expectations. When these roles conflict, individuals experience role stress, which can manifest as hindrance stressors [Greenhaus and Beutell \(1985\)](#). These stressors, including role overload, role ambiguity, and time pressure, generate psychological strain, which subsequently diminishes employees' capacity to focus, achieve performance targets, and sustain productivity. The concept of role strain, further developed by [Goode \(1960\)](#), highlights the strain experienced when individuals struggle to fulfill the demands of their various roles simultaneously. This strain is particularly pronounced when work and family demands compete for limited resources, such as time and energy, resulting in perceived hindrance stressors. Recent empirical research has consistently supported these theoretical propositions. For instance, [Mazzetti, Guglielmi, and Topa \(2020\)](#) demonstrated that heightened work-family conflict is positively correlated with perceived hindrance stressors, which in turn leads to reduced work performance. Similarly, [Huang, Chen, Cai, Yin, and Zhou \(2022\)](#) found that work-family conflict increases time pressure and role ambiguity, thereby undermining employees' ability to perform effectively. Moreover, [Crawford et al. \(2020\)](#) differentiated between hindrance and challenge stressors, revealing that hindrance stressors, perceived as obstacles to goal attainment, have a more detrimental effect on performance. Furthermore, studies by [Edwards, Caplan, and Harrison \(2022\)](#) explore the integration of work and family, and how the boundaries between these domains influence stress.

The mediating role of hindrance stressors in the WFC-EP relationship is well-documented in the literature. Studies indicate that hindrance stressors act as impediments to optimal performance by reducing mental focus, energy levels, and

motivation [Eby et al. \(2019\)](#). This is particularly evident in situations where employees struggle to balance work and family responsibilities, leading to heightened stress, burnout, and diminished performance. Indeed, [Podsakoff et al. \(2019\)](#) have demonstrated that hindrance stressors are consistently negatively related to job performance. Additionally, [Bianchi and et al. \(2021\)](#) found that individuals experiencing high work-family conflict reported increased workplace stressors, such as interpersonal conflicts and job dissatisfaction, which significantly impaired their task performance. These findings highlight the negative spillover effect of WFC, where stress experienced in one domain (family) disrupts performance in another domain (work). Moreover, [D. S. Carlson, Kacmar, and Williams \(2016\)](#) reinforce the notion that WFC leads to strain-based conflict, which manifests as increased hindrance stressors. Research by [Beehr, Jex, Stacy, and Murray \(2000\)](#) also highlights the relationship between stressors and employee strain.

Research suggests that employees with robust coping skills and high resilience are better equipped to mitigate the adverse effects of WFC on performance [Allen and et al. \(2022\)](#). Conversely, individuals with inadequate stress management strategies are more likely to experience amplified hindrance stressors, resulting in reduced work efficiency. Studies by Lazarus and Folkman (1984) on stress and coping underscore the importance of cognitive appraisal and coping strategies in managing stress. Furthermore, [Hobfoll et al. \(2018\)](#) conservation of resources theory posits that individuals with greater resource reserves are better positioned to handle stress.

Studies by [Raghavan, Demircioglu, and Orazgaliyev \(2021\)](#) highlight that the impact of WFC on HS and EP is moderated by organizational support mechanisms. Workplaces that provide employee assistance programs (EAPs), flexible work arrangements, and supportive leadership help alleviate the negative effects of WFC, thereby reducing hindrance stressors and enhancing employee performance. Research by [Kossek and Ozeki \(1998\)](#) emphasizes the role of a family-supportive organizational culture in mitigating WFC. Furthermore, [Wayne et al. \(2003\)](#) demonstrate the positive impact of perceived organizational support on job performance. Studies by [Judge and Piccolo \(2004\)](#) also show the importance of leadership and support.

Gendered expectations further shape how employees experience work-family conflict. [Shockley and Shen \(2021\)](#) found that traditional gender roles affect people's reaction to work-family conflict. And that contextual differences affect people, men and women differently. That women are often disproportionately affected by WFC, as they frequently bear greater caregiving responsibilities, leading to higher levels of hindrance stressors. Meanwhile, [Ridgeway and Correll \(2022\)](#) noted that men, while also experiencing WFC, tend to receive more structural support in the workplace, which mitigates the negative impact on performance. [Eagly \(1987\)](#) social role theory provides further context, explaining how societal expectations influence gender roles and experiences.

Given the detrimental role of hindrance stressors in the WFC-EP relationship, organizations should implement strategies to reduce work-family conflict and its adverse consequences. Effective interventions include flexible work policies, employee assistance programs (EAPs), workload redistribution, and supportive leadership. [Byron \(2021\)](#) has extensively studied the effects of flexible work policies.

This study provides compelling empirical evidence for Hypothesis 2, confirming that hindrance stressors serve as a significant mediator in the WFC-EP relationship. Role theory effectively explains how conflicting work and family demands create stressors that hinder performance. While personal coping mechanisms, organizational support, and gender roles influence the intensity of these stressors, targeted workplace interventions can mitigate their impact. Future research should explore longitudinal effects, cultural variations, and industry-specific dynamics to further refine our understanding of how to enhance employee performance despite work-family conflict challenges.

Hypothesis 3: The Moderating Role of Perceived Organizational Support in the Hindrance Stressors and Employee Performance Relationship The empirical findings of this study provide robust support for Hypothesis 3, which proposed that Perceived Organizational Support (POS) acts as a significant moderator in the relationship between Hindrance Stressors (HS) and Employee Performance (EP), specifically attenuating the detrimental impact of HS on EP ([Yang et al, 2019](#)). This result signifies that when employees experience a heightened sense of organizational support, the adverse effects of hindrance stressors on

their performance are substantially mitigated. This finding aligns with and extends our understanding of how organizational resources can buffer the negative consequences of workplace stressors.

This moderation effect is consistent with the broader conceptualization of POS as a protective mechanism against workplace stressors [Allen et al. \(2021\)](#). When employees perceive that their organization values their contributions and cares about their well-being, they are more likely to interpret hindrance stressors as less threatening and more manageable. This perception cultivates a sense of psychological safety, which, in turn, empowers employees to sustain or even elevate their performance despite encountering obstacles. This aligns with [Bailey et al. \(2019\)](#) work on psychological safety, which suggests that a supportive environment encourages individuals to take risks and learn from challenges without fear of negative consequences.

The theoretical underpinnings of this finding are deeply rooted in social exchange theory and the principle of reciprocity. Social exchange theory posits that employees who perceive organizational support feel a sense of obligation to reciprocate with positive work behaviors, including enhanced performance [Bailey et al. \(2019\)](#). When employees believe their organization is invested in their well-being and provides necessary resources, they are more inclined to exert additional effort and maintain high performance levels, even in the face of hindrance stressors [Eby and et al. \(2022\)](#). This reciprocal exchange fosters a sense of mutual commitment and trust, which strengthens the employee-organization relationship.

Empirical evidence consistently corroborates the moderating role of POS. For instance, [Rhoades and Eisenberger \(2002\)](#), in their comprehensive review, underscored that perceived organizational support is associated with reduced stress and improved job performance. Specifically, when employees perceive their organization as supportive, they are more likely to view hindrance stressors as transient challenges rather than insurmountable barriers. Furthermore, studies by [J. Chen et al. \(2020\)](#) have demonstrated that employees who perceive high POS are more likely to engage in organizational citizenship behaviors (OCBs), which indirectly contribute to enhanced performance. In the context of hindrance stressors, this translates to employees being more inclined to seek assistance, collaborate with

colleagues, and develop innovative solutions to overcome obstacles. This is further supported by [Organ \(1988\)](#) who popularized OCB.

The mechanisms through which POS moderates the HS-EP relationship are multifaceted. Firstly, POS augments employees' coping resources. When employees feel supported, they are more likely to leverage available organizational resources, such as training, counseling, or flexible work arrangements, to effectively manage stress [Bakker and Demerouti \(2018\)](#). This access to resources alleviates the strain induced by hindrance stressors, thereby minimizing their detrimental impact on performance. This aligns with [Hobfoll et al. \(2018\)](#) conservation of resources theory, which suggests that individuals strive to acquire and maintain resources to cope with stressors.

Secondly, POS cultivates a positive and supportive work environment. A supportive organizational climate fosters open communication, trust, and mutual respect [D. Carlson, Ferguson, Hunter, and Whitten \(2012\)](#). In such environments, employees are more likely to seek and receive social support from supervisors and colleagues, which aids them in navigating hindrance stressors more effectively. As [Hammer, Kossek, Yragui, Bodner, and Hanson \(2016\)](#) demonstrated, family-supportive supervisor behaviors play a crucial role in buffering work-related stressors. Moreover, studies by [Cohen and Wills \(1985\)](#) have highlighted the stress-buffering effects of social support.

Thirdly, POS bolsters employees' psychological resilience. When employees feel valued and supported, they develop a stronger sense of self-efficacy and confidence [Byron \(2021\)](#). This resilience enables them to maintain a positive outlook and persevere in the face of challenges, ultimately mitigating the negative impact of hindrance stressors on their performance. [Bandura \(2006\)](#) self-efficacy theory provides a framework for understanding how perceived support can enhance individuals' belief in their ability to succeed.

The implications of this finding are profound for organizations seeking to enhance employee performance and well-being. By cultivating a supportive organizational culture, organizations can create a protective shield against the detrimental effects of hindrance stressors. Implementing policies and practices that demonstrate genuine care for employees' well-being, such as flexible work arrangements, employee

assistance programs, and supportive leadership training, can contribute to building a robust foundation of POS.

Moreover, organizations should prioritize the development of supportive leadership styles. Leaders who exhibit empathy, provide constructive feedback, and offer guidance can significantly enhance employees' perception of organizational support. As [Judge and Piccolo \(2004\)](#) highlighted, transformational leadership, characterized by individualized consideration and intellectual stimulation, can foster a supportive work environment. This is supported by [Bass and Avolio \(1994\)](#) who developed the multifactor leadership questionnaire. Additionally, studies by [Liden, Wayne, and Stilwell \(1993\)](#) on leader-member exchange (LMX) theory indicate that high-quality LMX relationships can enhance employee perceptions of support.

The moderating role of POS in the HS-EP relationship underscores the critical importance of fostering a supportive organizational environment. When employees perceive high POS, the negative impact of hindrance stressors on their performance is significantly attenuated. This finding highlights the pivotal role of organizational support in promoting employee resilience and sustaining high performance levels. Future research should explore the longitudinal effects of POS and investigate how different types of organizational support interact with various types of stressors to influence employee outcomes.

5.2 Theoretical Implications

This research significantly contributes to several key theoretical frameworks, enhancing our understanding of the intricate dynamics between work-family conflict (WFC), hindrance stressors (HS), employee performance (EP), and perceived organizational support (POS). Primarily, the study reinforces and extends role theory, a foundational perspective for understanding how individuals manage multiple, often competing, social roles. By identifying hindrance stressors as a crucial mediator, this research provides a more granular understanding of the role strain process. It illustrates how competing role demands, such as those between work and family, manifest as tangible workplace obstacles. This granular understanding

moves beyond the general notion of role conflict, offering a more precise mechanism through which these conflicts impact employee outcomes.

Furthermore, the incorporation of perceived organizational support (POS) as a moderator adds substantial nuance to traditional role theory. By demonstrating how POS can attenuate the negative impact of hindrance stressors on employee performance, the study highlights the dynamic interplay between individual experiences and organizational context. This integration acknowledges that individuals do not operate in a vacuum; rather, they are influenced by the resources and support provided by their organizations. Consequently, this research contributes to a more comprehensive understanding of role dynamics in contemporary work environments, where individuals navigate increasingly complex work-family interfaces. It emphasizes that the successful management of multiple roles is not solely dependent on individual coping mechanisms but is also significantly shaped by organizational support structures.

Moreover, this research advances stressor-strain models by empirically demonstrating the mediating role of hindrance stressors in the WFC-EP relationship. This provides robust evidence for the specific pathways through which work-family conflict leads to negative employee outcomes. By showing how POS moderates the HS-EP relationship, the study underscores the importance of organizational resources in buffering the adverse effects of stressors. This emphasizes the role of external factors in mitigating stress-related outcomes, adding to the literature on stress management and organizational support. Additionally, the study integrates social exchange theory, demonstrating how POS, a manifestation of organizational investment in employees, fosters positive reciprocity in the form of enhanced performance. The moderation effect of POS highlights the reciprocal nature of the employee-organization relationship, where perceived support cultivates a sense of obligation and commitment. This research clarifies the conditions under which employees are more likely to reciprocate organizational support, specifically when they are confronted with hindrance stressors. This contributes to a more nuanced understanding of the dynamics of social exchange in the workplace, emphasizing that support is not merely a one-way provision but a reciprocal interaction that benefits both the employee and the organization.

Finally, the research refines the understanding of the work-family interface by demonstrating the mediating role of hindrance stressors and highlighting how organizations can support employees through POS. By illustrating that the perception of the workplace environment significantly affects performance, the study underscores that the work-family interface is not solely about managing conflicts between two distinct domains but also about the organizational resources and support available to employees. This holistic perspective provides a more comprehensive framework for understanding and addressing the challenges associated with work-family integration

5.3 Practical Implications

This research offers several crucial practical implications for organizations aiming to enhance employee well-being and performance. Firstly, organizations should prioritize the implementation of comprehensive work-life balance policies to mitigate work-family conflict (WFC). These policies, such as flexible work arrangements, remote work options, and generous leave policies, should be designed to provide employees with the necessary flexibility to manage their work and family responsibilities effectively. The success of these policies hinges on effective communication and consistent implementation, ensuring that employees perceive them as genuine efforts to support their well-being.

Secondly, organizations should conduct regular assessments to identify and address sources of hindrance stressors (HS). These stressors, such as excessive workload, role ambiguity, and bureaucratic obstacles, can significantly impede employee performance and well-being. Managers should be trained to recognize and address these stressors, providing employees with the necessary resources and support to manage them effectively. This includes analyzing workflow, streamlining processes, and fostering a work environment where employees feel empowered to address challenges.

Thirdly, organizations should cultivate a supportive organizational culture by enhancing perceived organizational support (POS). This can be achieved through initiatives such as employee assistance programs (EAPs), wellness programs, and

recognition programs. These initiatives demonstrate the organization's commitment to employee well-being and foster a sense of belonging and value. Managers should be trained to provide supportive leadership, including empathetic communication, constructive feedback, and individualized support, which are crucial for enhancing POS.

Fourthly, organizations should invest in leadership development programs that focus on enhancing managers' ability to provide supportive leadership. Leaders should be trained to recognize and address employees' work-family challenges, provide flexible work arrangements, and offer guidance and support. As [Judge and Piccolo \(2004\)](#) highlighted, transformational leadership, characterized by individualized consideration and intellectual stimulation, can foster a supportive work environment. This training should emphasize the importance of empathy, active listening, and proactive problem-solving.

Fifthly, organizations should foster a culture of open communication, where employees feel comfortable discussing their work-family challenges and seeking support. This can be achieved through regular team meetings, one-on-one conversations, and anonymous feedback mechanisms. Open communication promotes trust and transparency, enabling employees to voice their concerns and seek assistance without fear of reprisal.

Sixthly, organizations should address gender disparities in work-family conflict by providing equitable support and resources to all employees, regardless of gender. This may involve implementing policies that support caregiving responsibilities, promoting a culture of gender equality, and providing equal opportunities for career advancement. Addressing gender disparities ensures that all employees have the resources and support they need to thrive in both their work and family lives.

Seventhly, employees should be provided with training on time management and stress management, empowering them with the skills and strategies to effectively manage their work and family responsibilities. Managers should also be trained on how to recognize signs of burnout and how to properly address employee stress, enabling them to provide timely and appropriate support.

Lastly, organizations should conduct regular evaluations of work-family balance and employee feedback to stay current on the evolving needs of their workforce.

These evaluations provide valuable insights into the effectiveness of existing policies and practices, enabling organizations to make necessary adjustments and improvements. By implementing these practical implications, organizations can create a more supportive and productive work environment, enhancing employee well-being and performance.

5.4 Research Limitations

Although this study offers valuable insights, there are several limitations that should be recognized, potentially affecting the interpretation of the results and indicating areas for additional research.

First, the cross-sectional investigation applied in this study restrains the possibility to establish causal relationships between WFC, HS, POS, and employees' performance. While the current study establishes significant associations between these variables, it would be useful to use the more rigorous longitudinal research design to better understand the temporal processes regarding these dynamics and their underlying mechanisms.

Secondly, the study has a limitation in that it is limited to IT industry in certain regions: Rawalpindi and Islamabad. This localized approach may restrict the generalization of the findings to other realms of the economy, or other sectors, cultural or economic contexts, or organizational environments. Subsequent investigations could benefit from extending the sample of survey to other industry types and regions, consequently enhancing the external credibility of the conclusions. Furthermore, self-reports were used to measure WFC, HS, and employee's performance, therefore there is a possibility of social desirable response and inaccurate self-perception. Some of the participants may have bias in their responses and presented lower conflict levels or higher performance scores than the actual. The findings of this study could be strengthened by future research that draws data from multiple sources such as supervisor ratings or quantitative performance data in order to provide a more accurate picture of these constructs. Further, while this study focuses on the moderating role of POS in the WFC, HS, and employee performance relationship, it does not consider potential mediators such

as job satisfaction, or work engagement. Studying these other factors can perhaps yield further understanding of how WFC and HS influence the performance of the employee.

Finally, the research mainly emphasizes the negative effects of WFC and HS, without exploring possible positive facets, like work-family enrichment. Future studies ought to investigate both the adverse and beneficial aspects of work-family interactions, as this may offer a more comprehensive perspective on the effects on employee performance and general well-being.

5.5 Future Research

Despite these findings being useful to illuminate the interconnection between WFC, HS, POS, and employee performance, there are many directions for future research to be explored. First, to understand how other personal characteristics, such as personality traits, gender, age, marital status, and children's age, influence the analyzed relationships in this research, further investigation into moderating roles of these factors may be helpful for revealing how various characteristics of employees can shape the dynamics of WFC and HS.

Furthermore, longitudinal research could explain how these factors interact over the period and provide information regarding the existence of long-term effects of work-family relations on job productivity and organizational outcomes.

Future research may compare the impact of certain specific organizational interventions intended to reduce WFC and HS, such as working time adjustment, protege/mentor relationships, and healthy organization promotion. Research can be done in a similar manner in different sectors to identify differences in the employees and the outcomes relevant to work-family interface that enriches the present knowledge base and provides industry-specific recommendations. In conclusion it is possible to state that such qualitative research tools as interview or focus group might be applied in order to get employees' anecdotes concerning WFC and HS, that will help to better understand the empiric contexts, which impact such problems.

5.6 Conclusion

This study advances the discourse on workplace dynamics by elucidating the interplay between work-family conflict (WFC), hindrance stressors (HS), and perceived organizational support (POS) in shaping employee performance. The findings substantiate the detrimental impact of WFC and HS, which manifest in heightened psychological strain, diminished job satisfaction, and compromised productivity. However, the results underscore the pivotal role of POS in buffering these adverse effects. Employees who perceive their organization as supportive exhibit greater resilience, effectively navigating work-life demands while sustaining performance levels. Organizations striving for enhanced workforce efficiency must recognize the strategic importance of mitigating WFC and HS through proactive interventions. Instituting flexible work arrangements such as remote work options and adaptable scheduling affords employees greater autonomy in managing their professional and personal obligations. Furthermore, investments in mental health resources, career development initiatives, and managerial support mechanisms contribute to an environment where employees feel valued and motivated. A workplace culture that actively fosters organizational support not only mitigates stressors but also engenders heightened engagement and commitment. This research extends the existing body of knowledge by reinforcing the empirical link between POS and employee performance, while also offering practical implications for organizational leaders. As contemporary workplaces continue to evolve amidst shifting economic landscapes and intensifying job demands, organizations must recognize that employee well-being is an integral component of sustainable business success. Firms that prioritize long-term support structures will not only bolster employee retention and satisfaction but also cultivate a resilient, high-performing workforce capable of navigating the complexities of modern employment landscapes.

In sum, the study affirms the criticality of an organizational ethos that prioritizes employee support. By curbing WFC, alleviating workplace stressors, and embedding robust support frameworks, organizations can create environments conducive to sustained employee well-being and performance. Ultimately, firms that institutionalize these practices stand to gain enduring competitive advantages, reinforcing the interdependence of employee welfare and organizational prosperity.

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Appendix A

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

Questionnaire

Dear Respondent,

I trust this questionnaire finds you in the best of health, by the grace of Almighty Allah. I am an MS scholar at Capital University of Science and Technology, researching “**Navigating Work- Family Conflict: The Role of Hindrance Stressors and Perceived Organizational Support on Employee Performance.**” By participating in this study, you will contribute to a deeper understanding of this relationship and its organizational implications.

To ensure your responses remain confidential, we confirm that:

- All information will be kept strictly confidential.
- No organizational data will be disclosed.
- Individual responses will not be identified in any published reports.

Please complete the attached questionnaire as soon as possible. If you have any questions, please get in touch with me: Email: anumsherazshah@gmail.com

Your time and input are greatly appreciated.

Regards,

Anum Sheraz

MS Research Scholar

Responses are measured on a seven-point scale: (1) Strongly Disagree, (2) Disagree, (3) Somewhat Disagree (4) Neither Disagree nor Agree, (5) Somewhat Agree, (6) Agree. (7) Strongly Agree

	Work Family Conflict	1	2	3	4	5	6	7
1	The demands of my work interfere with my home and family life.							
2	The amount of time my job takes up makes it difficult to fulfill family responsibilities.							
3	Things I want to do at home do not get done because of the demands my job puts on me.							
4	My job produces strain that makes it difficult to fulfill family duties.							
5	Due to work-related duties, I have to make changes to my plans for family activities.							

Responses are measured on a seven-point scale: (1) Strongly Disagree, (2) Disagree, (3) Somewhat Disagree (4) Neither Disagree nor Agree, (5) Somewhat Agree, (6) Agree. (7) Strongly Agree

	Employee Performance	1	2	3	4	5	6	7
1	Adequately complete assigned duties.							
2	Fulfill responsibilities specified in job description.							
3	Perform tasks that are expected of me.							
4	Meet formal performance requirements of the job.							
5	Engage in activities that will directly affect my performance evaluation.							
6	Help others who have been absent.							
7	Help others who have heavy workloads.							
8	Assist supervisor with my work (when not asked).							
9	Take time to listen to co-workers' problems and worries.							
10	Go out of way to help new employees.							
11	Take a personal interest in other employees.							

Responses are measured on a seven-point scale: (1) Strongly Disagree, (2) Disagree, (3) Somewhat Disagree (4) Neither Disagree nor Agree, (5) Somewhat Agree, (6) Agree. (7) Strongly Agree

	Hindrance Stressors	1	2	3	4	5	6	7
1	Politics rather than performance affects organizational decisions.							
2	Clearly understand what is expected of me on the job.							
3	There is red tape I need to go through to get my job done.							

4	I have lack of job security.								
5	My career seems "stalled."								
Responses are measured on a seven-point scale: (1) Strongly Disagree, (2) Disagree, (3) Somewhat Disagree (4) Neither Disagree nor Agree, (5) Somewhat Agree, (6) Agree. (7) Strongly Agree									
	Perceived Organizational Support	1	2	3	4	5	6	7	
1	The organization values my contribution to its well-being.								
2	The organization strongly considers my goals and values.								
3	The organization would understand a long absence due to my illness.								
4	Help is available from the organization when I have a problem.								
5	The organization really cares about my well-being.								
6	The organization is willing to extend itself in order to help me perform my job to the best of my ability.								
7	The organization would forgive an honest mistake on my part.								
8	The organization would grant a reasonable request for a change in my working conditions.								
9	The organization is willing to help me when I need a special favor.								
10	The organization cares about my general satisfaction at work.								
11	If I decided to quit, the organization would try to persuade me to stay.								
12	The organization cares about my opinions.								
13	The organization takes pride in my accomplishments at work.								
Part (B) Select the option that provides the most accurate information									
Demographic Data									
Gender									
Male					Female				
Age									
21 - 30			31 - 40		41 - 50		51 - 60		
Number of years of experience with your current organization									
Less than 01 Year			Less than 03 years		Less than 05 years		More than 10 years		