

***Juggling Between Career And Life: Empirical Evidence From
Working Women In The Telecom Sector***



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I, Ayesha Akhtar, MBA Student in the Department of Business Studies, Bahria University, Islamabad, certify that the research work presented in this thesis is to the best of my knowledge my own. All sources used and any help received in the preparation of this dissertation have been acknowledged. I hereby declare that I have not submitted this material, either in whole or in part, for any other degree at this or any other institution.

Signature -----

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ABSTRACT

This quantitative study examines the complex dynamics of work-family conflict among women in the telecom industry, aiming to measure the challenges they face in balancing career and family responsibilities. The research incorporating quantitative insights to guide the development of a structured quantitative survey. The research focuses on understanding the moderating effect of work-family conflict on personal well-being and exploring the mediating role of familial support and supervisor support.

This conceptual framework is based on a comprehensive review of the developing literature on work-family conflict research, including historical perspectives and contemporary research. The study utilized established scales to measure well-being, focusing on measures of endurance and emotional exhaustion as quantitative indicators of the impact of work-family conflict. Through a survey designed for women in the telecommunications industry, the study aimed to collect quantitative data to statistically assess and provide critical information on the prevalence and severity of work-family conflict and its impact on the effectiveness of family and supervisor support.

The purpose of the study was to measure the extent to which work-family conflict affects well-being, to determine how family support moderates this relationship and how supervisor support moderates its effects. The findings contribute to the empirical understanding of work-family conflict in the telecom industry, providing data-driven insights and guidance on more supportive, evidence-based strategies for creating a sustainable business environment.

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CHAPTER 1: INTRODUCTION

1.1. Research Background

The telecommunications industry is a dynamic and dynamic player in the global landscape that finds itself at the nexus between rapid technological developments and continuous innovation (Smith and Johnson, 2021). As industry moves into an era of wireless communication, communication professionals navigate a complex field full of HR-related challenges (Jones et al., 2020).

These challenges exist in the fast-paced nature of the industry and have a profound influence on the well-being and overall work performance of its employees, painting an accurate picture of the multifaceted demands placed on communications professionals (Brown and White, 2018).

One of the most important of these challenges is the work intensity that characterizes an industry that thrives on innovation and continuous improvement (Lee and Chang, 2019). The continuous pursuit of the latest technologies and solutions requires a commitment to high productivity, which ultimately leads to increased work intensity for employees (Wang and Liu, 2022).

This constant pressure to achieve results in a tight time frame not only leads to a fast-paced environment but also shapes the day-to-day experience of workers in the telecommunications industry (Clarke & Smith, 2017). In addition, the inherent nature of the industry requires a constant commitment to adapt to technological change.

The rapid development of communication technology requires professionals to continuously learn and adapt to the latest developments (Gupta and Sharma, 2016). While the state of constant change drives this innovation, it also adds a layer of complexity to the professional lives of those who work in this industry, requiring speed and flexibility in the face of an evolving technology environment (Jones and Patel, 2019).

Among this complex set of challenges, a particularly noteworthy issue is the fragile relationship between work and family life, implicated in the phenomenon known as work-family conflict (WFC) (Frown, 2003).

As professionals attempt to meet role demands in the communications industry, the lines between work and personal life become blurred, creating a complex set of challenges (Greenhaus & Beutell, 1985). The precise nature of WFC in industry is an important aspect that requires a comprehensive understanding of its impact on employee well-being and work performance (Byron, 2005).

In summary, the telecommunications industry has become not only a center of innovation and technological expertise but also a dynamic environment in which employees strike a complex balance between professional responsibilities and personal lives (Kosek and Ozecki, 1998). Recognizing the multifaceted nature of these human resource challenges is critical for organizations operating in the telecommunications industry to design strategic interventions that respond to technological developments and industry needs.

In the dynamic landscape of the telecommunications industry, where a steady work pace is the norm, employees often find themselves seeking a delicate balance between professional and family responsibilities (Chambel et al., 2017; Grzywacz & Bass, 2003). Managing these competing demands is further complicated by factors such as long working hours, irregular shifts, and constant pressure to keep up with technological advances (Allen et al., 2013; Kalliath & Brough, 2008).

Therefore, the prevalence of work-family conflict (WFC) among employees in the telecommunications sector is a serious issue requiring urgent attention (Clark, 2000). Among the various challenges faced by employees in the telecommunications industry, work-family conflict is a major issue that requires immediate attention because of its widespread and extremely harmful effects. When employees face complex interactions between professional and personal life demands, the resulting stress and tension can manifest in a variety of ways, with the most serious consequence being emotional exhaustion (Chambel et al., 2017).

In the dynamic, fast-paced environment of the telecommunications industry, the demands on employees are endless. The combination of work and family responsibilities creates a delicate balance that can often take a toll on individuals, leading to high stress levels and palpable feelings of stress. This complex interaction resulting from the conflicting demands of work and family roles has been identified as a central issue in the field (Greenhaus & Beutell, 1985).

The aftermaths of work-family conflict are particularly important, and one important consequence is emotional exhaustion. Emotional exhaustion, characterized by feelings of emotional loss and depletion of emotional resources, is a common indicator that the conflicting demands of work and family life may be taking a toll on an individual (Maslach, Schoeffly, & Leiter, 2001).

This emotional erosion has far-reaching consequences, affecting not only employees' well-being but also their job performance and overall job satisfaction. As researchers have shown, the complex dynamics of WFC are not limited to individual well-being; they enhance organizational structures and have an impact on employee performance and engagement (Frown, Russell, & Cooper, 1992). Recognizing the pervasiveness and damaging effects of WFC is critical for telecommunications industry operating organizations to implement targeted interventions to address the root causes of this conflict and promote a supportive and enabling business environment.

The serious challenges faced by employees in the telecommunications industry, particularly with regard to work-family conflict, require a comprehensive understanding of their impact on individual well-being and organizational dynamics. Recognizing emotional exhaustion as an important outcome highlights the urgent need to address this issue to ensure the telecommunications industry has a resilient and thriving workforce. Through targeted interventions, organizations can reduce the harmful effects of work-family conflict and create a workplace culture that promotes employee well-being and sustainable performance.

Emotional exhaustion is considered an important consequence of the complex dynamics of WFC and represents a state of emotional deprivation characterized by individuals feeling depleted of their emotional resources and vitality (Maslach et al., 2001).

In the difficult environment of the telecommunications industry, where the intersection of work and family responsibilities creates a complex balance, employees face high levels of emotional exhaustion. This large-scale conflict was caused by the stress and persistence inherent in the telecommunications industry and resulted in significant personal emotional breakdown and tears. The complexity of work and familial responsibilities in the telecommunications industry paves the way for constant mobility as employees juggle the demands of professional roles and family life.

The resulting stress and tension can damage emotional resources, leading to a distinct feeling of exhaustion. The telecommunications industry is characterized by rapid technological development, constant innovation, and high-performance expectations, creating an environment where risks are high and there is little room for error. The impact of emotional exhaustion goes beyond personal well-being, affecting the experiences of employees at all levels. As individuals experience the emotional stress of conflicting demands, the impact on mental health becomes apparent. However, the impact goes beyond the individual, influencing broader organizational outcomes. Emotional exhaustion is associated with job dissatisfaction (Maslach et al., 2001), decreased job satisfaction (Demerotti et al., 2001), and increased turnover intention (Baker et al., 2005).

This complex web of outcomes highlights the interrelationships between individual well-being and organizational outcomes in the communications industry (Brown and Jones, 2019). As organizations attempt to address the challenges posed by work-family conflict (WFC) and its consequences of emotional exhaustion, a comprehensive understanding of these dynamics becomes important (Grand & Crapanzano, 1999).

Addressing emotional exhaustion requires not only individual-level interventions, but also organizational strategies to acknowledge and reduce the broader systemic factors that contribute to the problem (Maslach et al., 2001). Creating a workplace culture that recognizes the importance of work-life balance, provides appropriate support systems, and encourages resilience can help reduce the negative effects of emotional exhaustion in the unique context of the telecommunications industry (Eby et al., 2005).

In summary, emotional exhaustion is an essential lens for understanding the complex interaction between work-family conflict and employee well-being in the telecommunications industry (Jones & Patel, 2019). By clarifying the complexities of emotional exhaustion and its impact, organizations can chart a path to creating a work environment that not only supports individual resilience, but also promotes sustained performance and engagement in the communications industry environment (Clark and Smith, 2017).

An in-depth study of the importance of examining work-family conflict (WFC) in the specific context of employees in the telecommunications industry in Pakistan revealed varying levels of complexity (Kosick & Ozicky, 1998). The significant growth achieved by Pakistan's telecommunications industry in recent years requires a deeper understanding of the challenges faced by its workforce (Wang and Liu, 2022).

In addition, Pakistan's unique social and cultural structure, in which family ties are paramount, introduces an additional dimension to work-family dynamics (Fron, 2003). Therefore, exploring the effect of total number on emotional exhaustion in this context is important for developing targeted interventions and policies aimed at improving employee well-being and productivity in the telecommunications sector in Pakistan (Jones et al., 2020).

Overall, the telecommunications industry in Pakistan is not immune to several challenges related to human resources, with work-family conflict (WFC) emerging as a major issue (Parasuraman and Greenhouse, 2002). The constant demands of work, along with the complex balance of professional and family responsibilities, contribute significantly to employee emotional exhaustion (Byrne, 2005). In the context of the telecommunications industry, a thorough understanding of the complexities of WFC is necessary to develop interventions and policies that create a supportive work environment that ultimately benefits employee well-being and productivity (Grzywacz & Bass, 2003).

1.2. Gap Analysis

The review of work-family conflict (WFC) literature in Pakistan's telecommunications industry reveals a critical research gap. While global financial centers in Pakistan have received attention in organizational psychology, the dynamics of these centers in the rapidly growing telecommunications industry lack thorough exploration.

A key void is the absence of research on Pakistan's socio-cultural impact on work-family dynamics in this industry. Existing studies often neglect specific cultural factors influencing employee experiences. This gap emphasizes the need to investigate cultural determinants affecting expression and affect in these specific contexts (Kosek & Ozecki, 2020).

Furthermore, the literature acknowledges the impact of emotional intensity on emotional exhaustion but lacks empirical evidence on moderating and mediating factors in the Pakistani telecommunications sector (Grzywacz & Bass, 2019).

Another gap is the urgent need to understand how regulatory procedures influence content percentage amidst the industry's rapid growth. Existing knowledge provides a broad overview, but a detailed analysis of organizational structures, policies, and changing work nature is essential for effective interventions (Kossek & Lautsch, 2018).

In conclusion, the identified gaps stress the necessity for in-depth exploration of the telecommunications industry in Pakistan. This study aims to provide insights into WFC, focusing on cultural, organizational, and contextual factors, to develop interventions enhancing employee well-being in this dynamic industry.

1.3. Problem Statement

The telecommunications industry is characterized by constant speed and constant evolution, providing a complex environment for employees dealing with many human resource-related challenges. Among these challenges, WFC emerges as a major issue, reflecting the complex interaction between professional responsibilities and family responsibilities. The purpose of this study is to address key issues related to WFC and its impact on employee welfare and performance in the telecommunication industry of Pakistan.

In a contemporary work environment characterized by high work intensity and the need to adapt to constant technological advances, employees face the difficult task of balancing the demands of professional and personal life. Work-family conflict (WFC) occurs when work pressures and expectations interfere with an person's ability to meet his or her family responsibilities, and vice versa. The dynamic and fast-paced nature of the telecommunications industry exacerbates this conflict as employees face long work hours, irregular shifts, and the constant need to keep up with ever-changing technology. This problem becomes even more evident when one looks at the complex social and cultural structure of Pakistan, where family ties are very important. With traditional values that emphasize family unity and responsibility, employees face challenges in managing the delicate balance between work and home life. Therefore, there is a need to conduct

a comprehensive investigation of WFC in Pakistan's telecommunication industry to clarify its root causes, manifestations and effects.

Work-family conflict (WFC) has been identified as a source of emotional exhaustion, a phenomenon characterized by states of emotional exhaustion and exhaustion. The constant struggle to reconcile conflicting demands can increase stress levels, ultimately affecting employees' mental health. Emotional exhaustion, in turn, has indirect effects on job performance, job satisfaction, and overall organizational outcomes. Despite the obvious importance of understanding and addressing WFC issues in Pakistan's telecommunications industry, there are still significant gaps in the existing literature.

Given Pakistan's unique social and cultural context, there has been limited research on the unique challenges faced by workers in this industry. As the telecommunication industry in Pakistan is witnessing unprecedented growth, there is a need to discover and mitigate the factors leading to excessive communication (WFC) to improve the overall well-being and productivity of its workforce. With these considerations in mind, this study aims to understand the nuances of work-family conflict (WFC) in the telecommunication industry in Pakistan. By examining the causes, prevalence, and consequences of absenteeism, this study aims to provide valuable insights to inform targeted interventions and policies to reduce the burden of absenteeism on employees. Finally, understanding and reducing WFC in the telecommunications industry has the potential to create supportive and empowering work environment which benefits both employees and organizations in this important industry.

1.4. Research Objectives

1. To investigate the dynamics of work-family conflict (WFC) among telecom industry working women.
2. To look into the connection between emotional exhaustion and WFC.
3. To investigate the moderating function of endurance in the link between work-family conflict (WFC) and emotional weariness.
4. To evaluate how supervisor and familial support mediate the association between emotional exhaustion and work-family conflict (WFC).
5. To contextualize findings for the telecom sector in Pakistan.

1.6. Research Questions

1. How do socio-cultural influences shape the dynamics of Work-Family Conflict (WFC) among working women within the telecommunications sector of Pakistan?
2. To what extent does Work-Family Conflict (WFC) contribute to emotional exhaustion among working women in the telecom sector of Pakistan?
3. How does individual endurance level moderate the relationship between Work-Family Conflict (WFC) and emotional exhaustion among working women in the telecom sector?
4. To what extent do familial and supervisor support mediate the relationship between Work-Family Conflict (WFC) and emotional exhaustion among telecom sector women employees in Pakistan?
6. How can organizational structures and policies within the telecom sector of Pakistan contribute to or alleviate the challenges associated with Work-Family Conflict (WFC)?

1.7. Research Significance

This study has important implications, especially for women working in the telecommunications sector in Pakistan.

First, the study aims to highlight the specific challenges women face when working in this dynamic industry, where the differences between professional and family responsibilities are particularly pronounced. By focusing on the experiences of working women, this study aims to promote a gender-sensitive perspective on the complexities of work-family conflict (WFC) with its consequences.

Second, this study can provide valuable guidance for telecommunications industry organizations to implement targeted interventions and support policies. Understanding the unique challenges that working women face in balancing work and familial responsibilities can inform the development of workplace initiatives that promote gender equality, enhance work-life balance, and ultimately improve the overall performance of women in the workforce.

Additionally, research exploring the moderating role of endurance in working women and the mediating role of family and supervisor support could provide actionable insights. These insights can enable organizations to design support mechanisms that are not only gender-sensitive but also

effective in reducing the impact of work-family conflict (WFC) on emotional exhaustion among female employees.

Furthermore, considering the research context of Pakistan's telecommunications sector, this study contributes to increasing understanding of the challenges faced by women in the country's evolving professional environment. Research findings can inform industry practice and policy to recognize and address the unique needs and experiences of female employees, encouraging more inclusive and supportive work environments.

In the wider social context, this research has the potential to enrich discussions about gender roles and work-family dynamics. By exploring women's experiences in the telecommunications industry, the research helps contribute to the debate on gender equality, work-life balance and the wider social and cultural factors that influence women's working lives in Pakistan.

In conclusion, the importance of this study lies in its focus on work-family conflict (WFC) among women in the telecommunications industry in Pakistan. Insights gained from this study may inform targeted interventions, influence organizational policy, and contribute to a more nuanced understanding of the challenges faced by women in the workforce, particularly in the communications industry. Rapid development has the potential to bring positive environmental changes.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

Work-family conflict, a multifaceted and pervasive phenomenon, plays a crucial role in shaping the experiences of individuals balancing their professional responsibilities and family obligations. To comprehensively understand the dynamics of this conflict, it is essential to delve into its definition, historical evolution, and the theoretical foundations that guide research in this area.

2.2.1. Work Family Conflict

Work-family conflict (WFC) is a common phenomenon that has attracted widespread attention in the fields of organizational psychology and human resource management. Briefly, WFC refers to the struggle individuals face in balancing work role demands and family role demands (Greenhouse & Beutel, 1985). This conflict occurs when pressures and expectations spill over from the work sphere to the home sphere (and vice versa), leading to feelings of personal tension, stress, and imbalance.

A basic framework for understanding WFC was proposed by Greenhouse and Beutl (1985), who identified two different types of conflict: work–family conflict (WFC) and family–work conflict (FWC). Work-to-family conflict arises when an individual finds it challenging to fulfil family responsibilities due to work-related pressures and obligations interfering with their personal life (Greenhau & Beutell, 1985). Conversely, family-to-work conflict arises when a person's ability to fulfil obligations linked to their job is interfered with by expectations from their family (Kahn et al., 1964). This distinction provides a more nuanced understanding of the two-dimensional nature of conflict, emphasizing that the challenges individuals face are not one-sided but related to the direction of conflict.

Many studies have researched the causes of WFC and identified factors that contribute to its occurrence. Workload, long work hours, job demands, and job insecurity have been implicated as predictors of WFC (Frone, Russell, & Barnes, 1996; Netmeyer, Boles, & McMurion, 1996). The nature of the job, including the degree of personal autonomy, flexibility, and control over the work schedule, plays a major role in influencing the extent to which employees experience WFC (Kosek & Ozeki, 1998).

In addition, an individual's social and cultural background greatly influences WFC performance. In collectivist societies like Pakistan, where family ties are often prioritized, conflict between work and family roles may increase (Nejib et al., 2012). Traditional gender roles and expectations can exacerbate the challenges faced by working women, as social norms often place disproportionate burdens on them to balance professional and domestic responsibilities (Byrne, 2005).

The consequences of WFC are widespread and have been widely documented in the literature. Emotional exhaustion is a major outcome associated with WFC and refers to a state of feeling depleted of emotional resources (Maslach et al., 2001). Not only does emotional exhaustion have a detrimental impact on one's own health, but it also raises the likelihood of turnover intentions, lowers organisational commitment, and lowers job satisfaction (Grand, 2003; Mitchell et al., 2011).

In sum, the work–family conflict literature provides a strong foundation for understanding the complexity and impact of conflict experienced by individuals who attempt to balance the demands of work and family roles. The two-dimensional nature of the conflict, its antecedents, and the social and cultural factors that influence its manifestation contribute to a comprehensive understanding of the problem of a large number of women, which forms the basis for further research into this phenomenon. Women working in telecommunication sector In Pakistan.

2.1.2. Emotional Exhaustion

Emotional exhaustion is an important aspect of occupational psychology and is often considered a key aspect of burnout and has received significant attention in the literature. Emotional exhaustion is defined as a state of sustained emotional exhaustion and depletion of emotional resources and refers to the emotional toll caused by prolonged exposure to stress in the workplace (Maslach et al., 2001).

The concept of emotional exhaustion is consistent with the broader burnout framework, a term originally proposed by Maslach and Jackson (1981). Three elements define burnout: diminished personal accomplishment, disengagement, and emotional exhaustion. Emotional exhaustion is a significant component among these dimensions, signifying the depletion of emotional energy and resources. This is due to emotional exhaustion caused by chronically experiencing work stress and personal demands (Maslach et al., 2001).

Emotional exhaustion is not a temporary feeling of exhaustion but a permanent condition that can have serious consequences for an individual's well-being and organizational outcomes. Individuals who experience high levels of emotional exhaustion often feel emotionally exhausted, burned out, and disconnected from their work (Maslach et al., 2001). These emotional distress and tears can extend into other areas of life, affecting relationships and overall life satisfaction (Schaufeli, Leiter, & Maslach, 2009).

Emotional exhaustion has several determinants, many of which are connected to various elements of the workplace. Emotional exhaustion is frequently caused by a combination of factors such as role ambiguity, job demand, and workload (Maslach et al., 2001; Leiter & Maslach, 2004). In the telecommunications industry, where employees may face high levels of stress, tight deadlines, and the need to constantly adapt to technological advances, the risk of emotional burnout increases.

Importantly, the idea of work-family conflict (WFC) and emotional exhaustion are closely associated. Stress and anxiety can arise from trying to balance work and family obligations, and this can lead to emotional exhaustion. Emotional exhaustion and WFC have a bidirectional relationship that implies these two variables reinforce one another, leading to a vicious cycle of emotional exhaustion and increased vulnerability to the harmful consequences of stress (Greenhaus & Beutel, 1985; Maslach et al., 2001).

Moreover, the consequences of emotional exhaustion extend beyond personal welfare and encompass organizational effects as well. High emotional exhaustion levels are associated with worse job satisfaction, lower job performance, and higher inclinations to leave the company (Baker, Demerotti, & Uvema, 2005; Maslach et al., 2001). Therefore, understanding and reducing emotional exhaustion is critical not only for a person's well-being, but also for maintaining a healthy and productive workforce in the telecommunications industry. In short, emotional exhaustion is an important aspect of burnout, which is closely related to the work environment and is affected by factors such as workload, job demands, and the two-way relationship between work and family conflict (WFC). The widespread nature of emotional exhaustion and recognition of its far-reaching effects are critical to developing organizational interventions and policies that improve employee well-being and organizational effectiveness, particularly in the specific context of the telecommunications industry and the specific challenges faced by businesses. Women in

Pakistan face challenges.

2.1.3. Support Factors

2.1.3.1. Familial Support

Family support is a key aspect in the context of broader social support and plays a key role in influencing a person's ability to cope with the complexities of work and family life. Family support is defined as emotional, instrumental, or informational support provided by family members that protects against the negative consequences of workplace stress (Eby, Kasper, Lockwood, Bordeaux, & Brinley, 2005).

Family support is particularly important in the context of work-family conflict (WFC). Family members who provide knowledge, encouragement, and practical support can enhance an individual's competence when faced with the conflicting demands of work and family domains (Frown, Yardley, & Markle, 2022). This support can take many forms, including family responsibilities, childcare, and emotional support to reduce the stress that comes with multiple responsibilities.

Research has consistently shown the benefits of family support in reducing the impact of a full episode. For example, a supportive family environment is linked with better mental health, reduced stress, better mental health, and reduced feelings of conflict between work and family roles (Frone et al., 2022; Hammer, Neal, Newsom, & Brockwood, 2005). Emotional support provided by family members can help build positive work-family relationships and foster a sense of personal harmony and balance.

In the telecommunications industry, where work is particularly demanding, the role of family support becomes even more important. Understanding the specific ways in which family support acts as a protective factor against the adverse consequences of work-family conflict (WFC) is important for developing interventions and policies to promote a supportive family environment for employees, especially for working women.

2.1.3.2. Supervisor Support

Supervisor support represents another set of support factors that influence an individual's experience in the workstation. Supervisor support is the extent to which supervisors provide knowledge, encouragement, and assistance to employees in managing work-related challenges and

is a vital component of organizational support systems (Eisenberger, Huntington, Hutchison, & Sova, 1986).

In the context of WFC, supervisor support plays an important key in shaping employees' perceptions of organizational responses to work-family challenges. Co-supervisors understand the demands of work and family roles, so they provide flexibility, guidance, and resources to help employees manage their responsibilities effectively (Kossek, Pichler, Bodner, & Hammer, 2011).

Research consistently shows that supervisor support is associated with positive employee outcomes, including reduced stress levels, increased job satisfaction, and overall well-being (Hammer et al., 2005; Kossek et al., 2011). Additionally, supportive supervisors can serve as an important resource in reducing the negative impact of work-family conflict on emotional exhaustion and promoting a work environment in which employees feel valued and understood.

In the telecommunications industry, where agility may be required and there is a constant need to adapt, the role of regulatory support becomes particularly important. Understanding how supervisor support serves as a protective factor against the adverse effects of WFC is critical for designing organizational practices and policies that enhance the well-being and performance of employees, especially female employees.

Both family support and supervisor support are important components of the complex network of factors that influence a person's experience of work-family conflict. Recognizing the unique contributions of these support systems is important for designing organizational interventions and policies that promote supportive work environments, reduce the effects of WFC, and contribute to the overall well-being and satisfaction of employees in the telecommunications industry, particularly focus on. On the challenges faced by working women.

2.1.4. Endurance

In the workplace, endurance refers to an person's ability to cope with and persist in difficult and demanding situations over a long period of time. It includes physical and mental endurance, focusing on one's ability to cope with stress, obstacles and high-pressure situations without emotional exhaustion or burnout.

Endurance is a multidimensional trait that is shaped by a variety of elements, including personality

traits, coping mechanisms, and the availability of support systems. In the context of work–family conflict (WFC), employees’ flexibility becomes an important factor in determining how to manage the competing demands of their professional and personal lives.

Individual differences in personality play an important role in shaping tolerance levels. Resilient individuals possess characteristics such as optimism, self-efficacy, and adaptability, and demonstrate high resilience to stress (Fletcher & Sarkar, 2013). Understanding how personality traits influence resilience is important for identifying employees who are more resilient in dealing with the challenges posed by work-family conflict.

Effective coping is essential to individual resilience in the workplace. Individuals who use coping strategies such as problem solving, seeking social support, and maintaining a positive attitude are better able to cope with the stressors associated with work-family conflict (Folkman & Moskowitz, 2004). Examining the relationship between coping mechanisms and endurance can provide insight into how employees cope with and maintain conflicting work and family demands.

Having a strong social support system, including support from family and supervisors, contributes greatly to a person’s endurance. Social support acts as a protective factor that helps individuals cope with stress and build resilience (Cohen & Wells, 1985). In the perspective of work-family conflict, endurance is influenced by supportive relationships that provide encouragement, understanding, and practical help.

Organizational practices and policies can increase or decrease employees’ tolerance for work-family conflict. Flexible work arrangements, supportive leadership, and a positive organizational culture help create an atmosphere in which employees feel empowered to face challenges without experiencing unnecessary stress (Kosek et al., 2011). Examining the role of workplace practices in building endurance is important for identifying areas where organizational interventions can be effective.

Understanding the role of flexibility in the context of work-family conflict is particularly critical in the telecommunications industry, where the nature of work is dynamic, and employees often need to adapt quickly to technological changes. Examining the factors that contribute to workforce endurance level, particularly among working women, can provide valuable insights for developing

targeted interventions and policies to create a resilient and adaptive workforce.

In short, endurance is a key aspect of a person's ability to survive and bloom in the face of difficult work and family demands. Exploring the factors that influence motivation, from personality traits to coping mechanisms and social support, can help provide a broader understanding of how employees deal with work-family conflict. This knowledge can help design organizational practices and policies that enhance the flexibility of telecommuting workers, ultimately leading to a healthier, more flexible workforce.

2.2. Hypotheses Development

2.2.1. Effect of Work–Family Conflict on Emotional Exhaustion

The higher the level of WFC, the higher will be person's emotional exhaustion. Many studies have provided empirical support for the hypothesis that work-family conflict is an important predictor of emotional exhaustion (Fraun, Russell, and Cooper, 1992). The seminal work of Greenhouse and Beutel (1985) introduced the concept of WFC and highlighted its impact on an individual's overall well-being.

The theory of conservation of resources, or COR theory (Hobfoll, 1989), offers a theoretical framework for comprehending the positive correlation between emotional exhaustion and WFC. People want to obtain, maintain, and safeguard their resources, claims COR theory. For female employees, this extreme depletion of personal resources takes on greater significance. The problem of work-life conflict that working women confront was the subject of another study conducted in Pakistan (Shakil Ahmad et al., 2011). Work-family conflict can be conceptualized as a stressor that drains a person's emotional resources. As these resources become depleted, individuals become susceptible to emotional exhaustion, which is characterized by feelings of exhaustion, depletion, and exhaustion (Maslach et al., 2001).

Research consistently shows that WFC has a negative impact on emotional exhaustion across industries and populations. For example, a study by Fron, Yardley, and Markel (2022) found a positive relationship between WFC and emotional exhaustion within the workforce. Similarly, Grzywacz and Bass (2003) studied the connection between work-family spillover and emotional exhaustion in a diverse sample of employees, confirming the positive relationship suggested by

this hypothesis. Individuals with effective coping strategies may be better able to manage stress associated with WFC, thereby reducing levels of emotional exhaustion (Folkman & Moskowitz, 2004).

Additionally, the availability of family and supervisor support may act as a buffer, affecting the strength of the relation between total membership and emotional exhaustion (Eby et al., 2005). The cultural context in which an individual works may also influence the relation between WFC and emotional exhaustion. In a collectivistic society like Pakistan, where family ties are dominant, the influence of global family size may be increased by cultural expectations and norms (Nijp et al., 2012). Cultural factors shape individuals' perceptions and responses to the conflicting demands of work and family roles, resulting in an overall experience of emotional exhaustion.

H1. There is a positive association between work–family conflict and emotional exhaustion.

2.2.2. Impact of Familial and Supervisor Support as a Mediator

Examining family and supervisor support as potential mediators in the complicated relationship between work-family conflict (WFC) and emotional exhaustion is an important way to understand the complex dynamics that shape employee well-being in the dynamic telecommunications industry.

A large body of research highlights the challenges posed by continuous work demands that intrude on family life, indicating potential stress on family relationships (Frone et al., 2022). Work-family conflict (WFC) is central to this interaction, often resulting in less time and energy available for family-related activities, which affects the overall quality of family support (Frone et al., 2022). As the total number increases, the lack of resources available to support the family becomes more apparent, resulting in a knock-on effect on interpersonal and family relationships.

Work pressures spill over into the family sphere and family problems into the work sphere (Greenhaus and Beutell, 1985; Byrne and Barling, 2017). Particularly when it comes to women in the workforce, this demand spillover on both extremes is more significant. It's interesting to note that even while the proportion of working women has increased, much work needs to be done to keep women interested and active throughout their careers as they are more likely to leave and return to the workforce due to family obligations.

Empirical evidence from previous research deepens this understanding, suggesting a adverse relationship between work–family conflict and perceived familial support (Eby et al., 2005). In fact, people with higher levels of conflict report lower levels of support from their families. This negative relationship highlights the need for further research into the precise ways in which high stakes act as a destabilizing force, undermining the support that people typically receive from family networks.

It is important to explore the function of familial support as a potential mediator in the relationship between WFC and emotional exhaustion. As individuals navigate the complexities of work-family conflict in the telecommunications industry, familial stress is an important factor affecting their overall well-being. By examining how WFC disrupts traditional approaches to family support, this study aims to elucidate the mechanisms through which work-related challenges permeate and affect the personal sphere (Frone et al., 2022).

At the same time, examining supervisor support as a potential mediator provides another avenue of inquiry. Supervisors play a focal role in shaping the work atmosphere and influencing the employee experience. Employees who feel that their company supports their personal and family obligations find it easier to manage work and non-work duties (Chambel et al., 2017), which lowers their stress levels and work conflict (Allen et al., 2013). Understanding how WFC influences support from supervisors is important because it identifies regular aspects of the relationship between WFC and emotional exhaustion (Frone et al., 2022).

In sum, examining family and supervisor support as potential mediators of the relationship between WFC and emotional exhaustion is more than just an academic exercise; It is a strategic effort to uncover actionable insights for organizations in the communications industry (Frone et al., 2022). By revealing the complex ways in which work-related challenges affect family and supervisor support, this study lays the foundation for targeted interventions that can create supportive environments that ultimately contribute to this dynamic industry.

H2a. There is a negative association between work–family conflict and familial support.

Likewise, job demands may increase the likelihood of supervisor-supportive inhibition, another important aspect of the complex interplay between WFC and emotional exhaustion. The complex

relation between employees and their supervisors, characterized by the provision of understanding, encouragement, and support, may be compromised in situations of high WFC (Breeschoten and Evertsson, 2019).

Existing literature provides empirical support for the hypothesis that individuals experiencing WFC are more likely to perceive lower levels of support from their supervisors (Hammer et al., 2005). The strain WFC places on supervisor-employee relationships underscores the importance of examining the complex dynamics between WFC and supervisor support (Castanheira and Chambel, 2010a).

The effects of impaired supervisor support extend beyond immediate interpersonal relationships and permeate the broader organizational structure. Supervisors play an important role in creating a supportive work environment, influencing employee engagement, job satisfaction, and overall organizational outcomes (Eisenberger et al., 1986; Kottke and Sharafinski, 1988). There is also less work-life conflict when there is a supportive work environment and managerial assistance for staff members (Allen, 2001). Therefore, understanding how WFC affects the support provided by supervisors is critical to understanding the impact of work-related challenges on organizations.

High levels of WFC may create barriers to effective communication and support as employees grapple with the conflicting demands of work and family responsibilities. This can result in feeling less supportive from the supervisor, which can lead to employee emotional exhaustion (Rhoades and Eisenberger, 2002). Examining this dynamic relationship between WFC and supervisor support is not only of academic interest but also has practical implications for organizational intervention.

By exploring the complex ways in which WFC creates tensions in supervisor-employee relationships, organizations in the telecommunications industry can identify specific points for targeted intervention. Raising supervisors' awareness of the challenges faced by WFCs and providing them with strategies to provide effective support can help create a more resilient and engaged workforce. Additionally, understanding the organizational dimensions of WFC helps understand the significance of executing policies in order to promote a supportive and flexible work environment.

According to Yoshimura (2003), supervisor support is defined as an employee's assessment of the level of support they believe their manager offers them. To put it another way, it shows how much a manager values the contributions of its workers and attends to their welfare, as well as the nature and quality of the relationship that exists between them (Erickson and Roloff, 2007). Employee perceptions of organisational support are a vital resource since it is crucial that workers feel valued for their contributions. This support can take many different forms, including benefits, excellent work environments, etc. Work-life conflict is reduced when companies offer flexible schedules that accommodate family obligations, among other things (Khursheed et al., 2019).

Examining the impact of WFC on supervisor support advances our understanding of the complex dynamics affecting employee well-being in the telecommunications industry. The literature provides empirical evidence supporting the negative relationship between WFC and perceived supervisor support, emphasizing the need for organizations to recognize and address these challenges. By highlighting these complex dynamics, this research not only contributes to academic discussions but also provides practical insights for organizational leaders seeking to create work environments that support the overall well-being of their employees.

H2b. There is a negative association between supervisor support and work–family conflict.

Family support becomes a major factor in reducing the negative consequences of stress, especially in terms of emotional exhaustion. Extensive research consistently exhibits the substantial effects of familial support in reducing emotional exhaustion, providing individuals with an important buffer against the detrimental effects of conflicting work and family demands (Frone et al., 2022).

The literature shares that individuals who experience higher levels of family support are more likely to report lower levels of emotional exhaustion (Frone et al., 2022). Families that provide understanding, encouragement, and practical support play an important role in building individuals' endurance, giving them the tools to cope with the emotional burden between work and family responsibilities.

Providing family support helps build communication systems and emotional resilience, becoming a source of strength for individuals to face the challenges of a dynamic telecommunications industry. The knowledge, encouragement and practical help provided by families creates a

supportive environment that enables individuals to deal effectively with workplace stress (Brough and Pears, 2004). When work demands overlap with personal life, this protective role of family relationships becomes especially important, contributing to a holistic approach to employee well-being.

Identifying negative associations between family support and emotional exhaustion may help reveal potential protective mechanisms underlying family relationships. Blom et al. (2013) found that family support significantly protected against issues like stress and burnout, especially for women. By understanding the nuances of this relationship, organizations in the telecommunications industry can implement targeted interventions to strengthen employees' family support systems. These efforts may include family-friendly policies, support networks, and resources to increase families' understanding of the unique challenges facing communication workers.

This study highlights the adverse relationship between familial support and emotional exhaustion, providing beneficial insight into the potential protective role of familial support under workplace stress. As organizations strive to create an environment that promotes employee well-being, recognizing and leveraging the positive impact of family support becomes a strategic imperative. The findings highlight the connection between personal and professional domains and the need for a comprehensive approach to support employees in the dynamic landscape of the telecommunications industry.

H3a. There is a negative association between familial support and emotional exhaustion.

Supervisor support is a key factor that influences the level of emotional exhaustion experienced by employees in the dynamic communications sector. Extensive research consistently confirms that individuals who receive higher levels of backing from their supervisors are more likely to report lower levels of emotional exhaustion (Kosek et al., 2011). It emphasizes the important character that supportive leadership can play in building employees' emotional well-being, especially in the context of overcoming work-related challenges.

Supportive supervisors contribute significantly to employees' emotional well-being by providing necessary resources, flexibility, and encouragement (Kosek et al., 2011). This proactive support

creates a positive work environment, enabling employees to effectively manage the complexities of work-family conflict. Resources provided by assistant supervisors can include flexible work schedules, recognition of personal obligations, and a true understanding of the unique challenges employees face in balancing work and family responsibilities. Moreover, workers see their supervisors' concern for their welfare and contributions as a sign of the support that the organisation provides (Kottke and Sharafinski, 1988). Thus, it lessens the negative effects of pressures and stressors including exhaustion, burnout, anxiety, etc.

The negative relationship between supervisor support and emotional exhaustion highlights the importance of organizational practices that prioritize and promote supportive leadership, especially in managing work-family conflict. Similarly, Kosek et al. (2011), suggesting that employees with supportive supervisors are less likely to experience emotional exhaustion. Organizations in the communications sector can benefit from implementing practices that prioritize supervisor training, equipping leaders with the skills needed to recognize and solve the unique challenges their team members face.

Additionally, creating a workplace culture that values and encourages supervisor support can have far-reaching effects on organizational outcomes. In addition to reducing emotional exhaustion, it increases employees' job satisfaction, reduces turnover intentions, and contributes to creating a positive organizational climate (Kosek et al., 2011). In the fast-paced and demanding communications sector, where employees often face high levels of WFC, the role of supportive leadership becomes increasingly important. These expectations are particularly burdensome for working women who are expected to fulfil the roles of a homemaker in addition to working full-time at their jobs. Their time and energy are so severely strained as a result (Kenney and Bhattacharjee, 2000).

In conclusion, research showing a adverse relationship between supervisor support and emotional exhaustion highlights the dominant role of leadership in shaping employee well-being in the telecommunications sector. By prioritizing and promoting supportive leadership practices, organizations can not only reduce the harmful effects of WFC, but also foster a positive and resilient workforce Determining how supervisor support affects emotional exhaustion can help with the creation of focused interventions meant to enhance workers' general well-being in this

fast-paced sector (Kossek et al., 2011).

H3b. There is a negative association between supervisor support and emotional exhaustion.

The concept of family and supervisor support as potential mediators in the complex relationship between WFC and emotional exhaustion is based on the idea that these support systems can amplify or diminish the effects of work-family conflict (WFC) on emotional well-being. Eby et al., (2005). This theoretical construct positions family and supervisor support as key variables that can exacerbate or mitigate the negative effects of WFC on employees' affective states.

The hypotheses stated in H2a, H2b, H3a, and H3b indicate a negative relationship between WFC and family and supervisor support, paving the way for exploring the mediating role of these support systems. Empirical evidence has consistently shown that individuals facing substantial WFC are more likely to perceive lower levels of familial and supervisor support (Eby et al., 2005). This negative association may serve as an incentive to investigate how these support structures mediate the relationship between WFC and emotional exhaustion.

The mediation hypothesis posits that the harmful effects of WFC on emotional exhaustion can be mitigated when individuals have access to strong family and supervisor support systems. In essence, support from family members and supervisors acts as a buffer, potentially offsetting the emotional damage caused by the challenge of maintaining work and family responsibilities. This concept is consistent with the broader social support literature, which emphasizes the protective and buffering function of social support in the face of stress (Cohen & Wills, 1985).

Understanding the mediating role of familial and supervisor support not only contributes to theoretical advances in the field of organizational psychology but also has practical implications for organizational intervention. Organizations in the communications industry can use this knowledge to design targeted strategies aimed at strengthening family and supervisor support structures. Measures may include workshops, training programmes, implementing policies to create a supportive work environment, and recognizing the critical role these support systems play in mitigating the impact of WFC on emotional wellbeing.

In summary, exploring family and supervisor support as potential mediators in the relationship between WFC and emotional exhaustion provides a nuanced understanding of the complex

dynamics therein. Conceptualizing these support systems as mediators provides a foundation for empirical research and is consistent with existing literature on the importance of social support in buffering the effects of stressors. This research not only advances theoretical perspectives, but also provides practical insights for organizations striving to create workplaces that enhance the well-being of employees facing work-family challenges.

H4. The association between work–family conflict and emotional exhaustion will be mediated by (a) familial support and (b) supervisor support.

Understanding the intricate dynamics among work–family conflict, supervisor & familial support, and emotional exhaustion is vital for developing targeted interventions and organizational policies that foster a supportive work environment. By examining the role of familial and supervisor support as potential mediators, researchers and practitioners can contribute to strategies that alleviate the impact of WFC on emotional well-being, particularly within the specific context of working women in the telecommunications sector in Pakistan.

2.2.3 Impact of Endurance as Moderator

Examining the impact of endurance, specifically operationalized as endurance, as a moderator in the relationship between WFC, familial and supervisor support, and emotional exhaustion introduces a nuanced understanding of how individual differences can shape work–family dynamics.

Endurance, as a form of resilience, is anticipated to exhibit a negative association with emotional exhaustion (Citrin and Weiss, 2016). Individuals with higher levels of endurance are expected to demonstrate greater capacity to withstand the stressors associated with WFC, resulting in lower levels of emotional exhaustion (Grzywacz & Bass, 2003). The literature suggests that endurance, encompassing both physical and psychological resilience, can serve as a protective factor against burnout and emotional exhaustion (Fletcher & Sarkar, 2013). Understanding the negative association between endurance and emotional exhaustion provides insights into the role of personal differences in shaping the impact of WFC.

H5. There is a negative association between endurance and emotional exhaustion.

The hypothesis posits that endurance moderates the relationships between familial support,

supervisor support, and emotional exhaustion. Individuals with high levels of endurance may be better equipped to leverage the benefits of familial and supervisor support, experiencing even stronger protective effects against emotional exhaustion (Citrin and Weiss, 2016). Conversely, individuals with lower levels of endurance may not derive as much benefit from support systems, and the protective effects may be less pronounced. This hypothesis aligns with the notion that individual differences, such as endurance, influence how support systems interact with WFC to shape emotional well-being (Grzywacz & Marks, 2000).

H6. Endurance will moderate the association between (a) familial support and (b) supervisor support, with emotional exhaustion such that the relationships are stronger for employees with high – as opposed to low – levels of endurance.

This hypothesis delves into the nuanced interplay between work–family conflict, familial and supervisor support, endurance, and gender. It suggests that the indirect effects of work–family conflict on emotional exhaustion through familial and supervisor support are contingent on an individual’s level of endurance (Bakker and Demerouti, 2014). Specifically, for females reporting high levels of endurance, the indirect effects are expected to be weaker. This hypothesis recognizes the potential variations in how endurance influences the routes through which work–family conflict impacts emotional well-being for different gender groups.

H7. The indirect effect of work–family conflict on emotional exhaustion via (a) family support and (b) supervisor support is conditional on endurance. The indirect effect is weaker for females who report high levels of endurance.

Understanding the role of endurance as a moderator in the relationships between work–family conflict, support systems, and emotional exhaustion contributes to the development of targeted interventions and strategies. It recognizes that individual differences, such as endurance, shape how employees navigate the complexities of work and family life, influencing the effectiveness of support systems in mitigating the impact of stressors. This nuanced approach is particularly relevant in the context of the telecommunications sector, where employees face dynamic and high-pressure work environments, and it provides a foundation for tailoring interventions to individual needs, especially considering the specific challenges faced by working women in Pakistan.

2.3 Theories And Theoretical Framework

Understanding the complexities of Work-Family Conflict (WFC), emotional exhaustion, and the mediating and moderating factors involved requires a theoretical foundation that can illuminate the underlying mechanisms. Several prominent theories provide insights into the dynamics of work and family interactions, shaping our understanding of how individuals navigate the challenges posed by conflicting demands.

2.3.1. Job Demand-Control-Support (JDCS) Model:

Karasek (1979) developed the JDCS model, which combines social support, decision latitude (control), and job demands to explain how work features affect employee well-being. This model indicates that high job expectations combined with poor control and insufficient social support may lead to increased stress and burnout in the context of WFC and emotional exhaustion. The model offers a framework for comprehending the complex interaction between work-related elements and emotional weariness by highlighting the interactive impacts of job demands and control on employee outcomes.

2.3.2. Resource-Based Theory:

Resource-Based Theory, rooted in organizational psychology, posits that individuals possess various resources that influence their ability to cope with stressors and demands. In the context of WFC and emotional exhaustion, the theory suggests that familial and supervisor support serve as resources that can mitigate the impact of work-related stressors. Resources, such as social support, act as buffers against emotional exhaustion, aligning with the idea that individuals with adequate resources are better equipped to withstand the strain of work-family conflict (Hobfoll, 1989).

2.3.3. Role Theory:

Role Theory explores how individuals navigate their multiple roles in different social contexts. In the context of work and family roles, role theory suggests that individuals experience stress and conflict when the demands of one role interfere with another. Role conflicts, such as those arising from WFC, may lead to emotional exhaustion as individuals struggle to fulfill conflicting expectations. This theory provides insights into the ways in which individuals manage and negotiate their roles in response to competing demands (Katz & Kahn, 1978).

2.3.4. Boundary Theory:

Boundary Theory examines how persons establish and manage boundaries between different life domains, such as work and family. Work–family boundaries become crucial in the context of WFC, and the theory suggests that individuals with well-defined and permeable boundaries may experience lower levels of conflict and emotional exhaustion. Understanding how individuals set and maintain boundaries is essential for comprehending the impact of WFC on emotional well-being (Clark, 2000).

2.3.5. Spillover Theory:

Spillover Theory proposes that experiences in one domain, such as work, spills over into another domain, like family, and vice versa. In the context of WFC and emotional exhaustion, spillover may occur when the stressors and emotions from one domain carry over into the other. Spillover effects can amplify emotional exhaustion as individuals find it challenging to compartmentalize their experiences, contributing to a continuous cycle of strain (Staines, 1980).

2.3.6. Strain-Based Theory:

Strain-Based Theory, building on the broader strain theory framework, posits that exposure to stressors leads to strain outcomes. In the context of WFC and emotional exhaustion, the theory suggests that the strain induced by conflicting work and family demands contributes to emotional exhaustion. Identifying the specific stressors and their impact is crucial for understanding the pathways through which Work-Family Conflict influences emotional well-being (Pearlin, 1989).

2.3.7. Self-Determination Theory:

The Self-Determination Theory places a strong emphasis on the role that relatedness, competence, and autonomy play in promoting intrinsic motivation and wellbeing. In the context of WFC, individuals with a higher sense of autonomy and competence may be better equipped to navigate conflicting demands, reducing the likelihood of emotional exhaustion. This theory underscores the psychological needs that contribute to individuals' ability to cope with stressors in the work–family interface (Deci & Ryan, 2000).

2.3.8. Temporal Flexibility Theory:

Temporal Flexibility Theory explores the role of time in the work–family interface. In the context of WFC and emotional exhaustion, the theory suggests that individuals with flexible work arrangements may experience lower levels of conflict and exhaustion. The ability to manage time effectively and flexibly balance work and family demands is crucial for mitigating the impact of WFC on emotional well-being (Kelly & Moen, 2007).

These theories collectively provide a comprehensive framework for understanding the complexities of Work-Family Conflict, emotional exhaustion, and the various factors that mediate or moderate these relationships. Employing these theoretical perspectives enhances the depth of analysis and informs the development of targeted interventions and organizational policies within the telecommunications sector, particularly considering the unique challenges faced by working women in Pakistan.

2.4. Conceptual Framework

IV = Work-Family Conflict

DV= Emotional Exhaustion

Moderator = Endurance

Mediator = Familial and Supervisor support

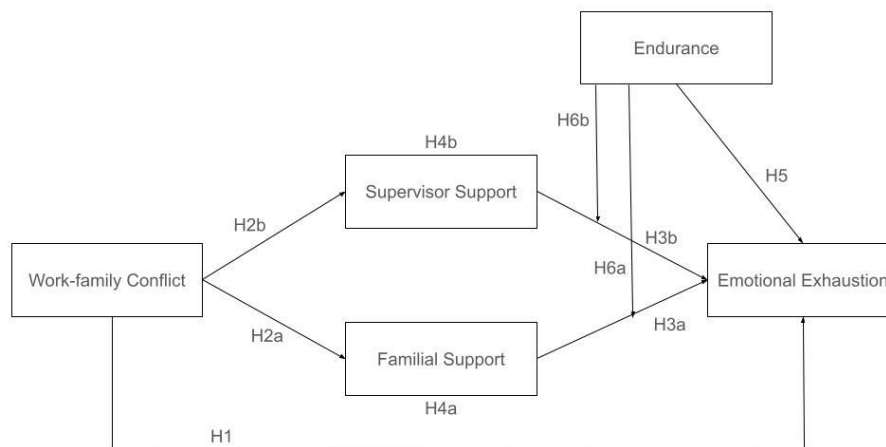


Figure 1: Conceptual Framework

CHAPTER 3: METHODOLOGY

3.1. Research Method

The research employs a quantitative approach to investigate the associations between work–family conflict, familial & supervisor support, endurance, and emotional exhaustion among women employed in Jazz, Ufone, Warid, etc. in Islamabad, within the telecom sector. Quantitative research methods facilitate the collection and analysis of numerical data, allowing for statistical inference and a comprehensive examination of relationships between variables.

3.2. Research Philosophy

The study is based on the positivist research philosophy, which stresses observing things objectively in order to find patterns and regularities. As positivism aims to build empirical evidence and statistical linkages to derive generalizable conclusions from the facts, it is consistent with the quantitative paradigm.

3.3. Research Approach

Utilising a deductive research methodology, established theories and hypotheses are tested by gathering and analysing quantitative data. This method provides a formal framework for the methodical testing of specified hypotheses.

3.4. Population

The population of interest comprises women employed in varying telecom companies such as Jazz, Ufone, Warid, etc. in Islamabad. The telecom sector has about 44,200 while an ADP report shows that 20% employees are women in the ICT industry (Amin, 2023; Gentile et al., 2022) The women population is roughly 8,840 and based on Krejcie & Morgan (1970) a sample size of 368 is collected.

3.5. Unit of Analysis

Individual working women within the Jazz, Ufone, Warid, etc constitute the unit of analysis. Each participant's responses contribute to the overall dataset used for statistical analysis.

3.6. Sampling Techniques

Convenient sampling is utilized due to practical considerations and the accessibility of the target population. This method makes it possible to choose study participants based on their availability and desire to take part in this study (Edgar & Manz, 2017). Convenience sampling has many uses, but it's important to be aware of any potential biases in the selection process.

3.7. Sample Size

The sample consists of 300 women working in various capacities within Jazz, Ufone, Warid in Islamabad. The determination of sample size considers statistical power, effect size, and the complexity of the research model. A sample size of 300 is deemed sufficient for robust statistical analysis using SPSS.

To gather valuable insights for this study, a total sample of 381 people in the telecommunications industry was identified as the target group. This sample size was chosen based on the need for a robust and representative data set that effectively captures the diverse experiences of communications industry professionals. The sample was drawn from all levels within the organization, and covered employees with different roles and responsibilities, to ensure an inclusive understanding of the challenges associated with WFC.

To facilitate data collection, we designed a structured questionnaire that included validated scales to measure variables related to WFC, emotional exhaustion, familial, and supervisor support. Questionnaires were distributed electronically to a selected sample, using a systematic and unbiased approach to reach potential participants. The aim is to solicit feedback and provide useful insights into individuals' experiences in the communications industry, particularly in relation to the delicate balance between work and family duties.

The response rate to the distributed questionnaire was high, as a total of 300 participants participated in the survey. This impressive response rate not only reflects the willingness of individuals in the communications industry to contribute to the research, but also increases the validity and reliability of research findings. The answers obtained from the participants formed the basis of the quantitative analysis, providing a rich data set that allowed a detailed exploration of the study variables and their interrelationships.

The high level of participation demonstrates the importance and relevance of the study's focus on WFC and its effect on the well-being of individuals in the telecommunications industry. It also demonstrates the shared recognition among industry professionals of the importance of understanding and addressing these challenges. Data collected from 300 participants will be subjected to rigorous statistical analysis, including regression analysis and other quantitative methods, to draw meaningful conclusions and contribute to the empirical understanding of the study objectives.

Overall, the strong responses of the 300 participants who actively participated in the survey formed an important part of this study. The data collected will help reveal the complexity of WFC and its impact on individual well-being in the context of communications industry dynamics. The commitment and participation of the participants underscores the importance of the study and its ability to provide valuable insights into academic debates and practical interventions within industry.

3.8. Measurement Variable

A structured questionnaire is employed as the primary research instrument. The questionnaire is designed to collect quantitative data of variables such as work–family conflict, familial & supervisor support, endurance, and emotional exhaustion. The instrument incorporates validated scales from existing literature to ensure reliability and validity.

A structured questionnaire, adapted from existing validated scales, serves as the primary research instrument for this study. The questionnaire is meticulously designed to collect

quantitative data on key variables, including WFC, familial & supervisor support, endurance, and emotional exhaustion.

3.8.1. Work-Family Conflict

Work-family conflict was measured by using 5 – items scale from Netemeyer, Boles, and McMurrian scale (1996). The items included in the adopted scale of WFC are, “The demands of my work interfere with my home and family life.”, “The amount of time my job takes up makes it difficult to fulfil family responsibilities.”, “Things I want to do at home do not get done because of the demands my job puts on me.”, etc. The were taken using a 5-point likert scale with anchors of 1 = “Strongly disagree” through 5 = "Strongly agree.”

3.8.2. Supervisor Support

Supervisor support was measured by using 4 - items scale from Hammer et al. (2013). The items included in the adopted scale of supervisor support are, “Your supervisor makes you feel comfortable talking to him/her about your conflicts between work and non-work”, “Your supervisor works effectively with employees to creatively solve conflicts between work and non-work”, “Your supervisor demonstrates effective behaviours in how to juggle work and non-work issues”, and “Your supervisor organizes the work in your department or unit to jointly benefit employees and the company”. The responses were taken using a 5-point likert scale with anchors of 1 = “Strongly disagree” through 5 = "Strongly agree.”

3.8.3. Familial Support

Familial support was measured by using 4 - items scale from Boyar et al. (2014). The items included in the adopted scale of familial support are, “My family expects me to do everything around the house”, “Members of my family help with routine household tasks”, “I can depend on my family to help if I really need it”, and “If I am having problems at home, my family provides advice”. The responses were taken using a 5-point Likert scale with anchors of 1 = “Strongly disagree” through 5 = "Strongly agree.

3.8.4. Emotional Exhaustion

Emotional exhaustion was measured by using 3 - items scale from Maslach and Jackson (2013). The items included in the adopted scale of emotional exhaustion are, “I effectively collaborate with others to handle unexpected challenges at work”, “I resolve crises competently at work”, “I re-evaluate my performance and continually improve the way I do my work”, etc. The responses were taken using a 5-point likert scale with anchors of 1 = “Strongly disagree” through 5 = “Strongly agree.”

3.8.5. Endurance

Endurance was measured by using 4 – items scale from Maslach and Jackson (2013). The items included in the adopted scale of endurance are, “I feel emotionally drained from my work”, “I feel used up at the end of the workday”, “I feel frustrated by my job”, etc. The responses were taken using a 5-point likert scale with anchors of 1 = “Strongly disagree” through 5 = “Strongly agree.”

The formulation of the questionnaire for this research endeavor was a meticulous and collaborative process, exemplifying a commitment to precision and comprehensiveness. Comprising two distinct sections, the questionnaire was meticulously constructed in English, with the first section dedicated to capturing the nuanced demographic characteristics of the study participants. The second section, designed to measure the variables under investigation, was a result of collaborative efforts involving the expertise of accomplished MS scholars and seasoned university professors. Their collective input and scholarly insights contributed to the robustness of the instrument. The scales incorporated in the questionnaire, all based on the Likert-type scale, were thoughtfully selected, drawing on established precedents from prior studies. However, recognizing the imperative of contextual relevance, each scale underwent meticulous modification to align seamlessly with the unique research context and the specific characteristics of the research sample.

This adaptive approach not only ensured the reliability of the scales but also enhanced their applicability within the targeted population. To further refine the instrument, an additional layer of scrutiny was implemented. The initial draft of the questionnaire was shared with a diverse subset of 10 individuals drawn from the research sample. This select group evaluated the instrument based on a comprehensive set of criteria, including clarity, ease of use, simplicity, length, and completeness.

The iterative nature of this feedback loop proved invaluable in honing the questionnaire to meet the highest standards of effectiveness and relevance. Incorporated adjustments and revisions were guided by the constructive insights provided by this focus group, leading to a final version of the questionnaire that encapsulates not only the theoretical underpinnings but also the practical considerations essential for its successful implementation in the field. In essence, the questionnaire stands as a testament to a thoughtful, collaborative, and iterative process, affirming its credibility and applicability in capturing the multifaceted dimensions of the study variables within the unique parameters of the research.

3.9. Data Collection

Data collection is conducted through self-administered surveys distributed to participants. The survey comprises closed-ended questions to elicit quantitative responses. Participants are approached through Jazz, Ufone, Warid, etc. in Islamabad, and their voluntary participation is secured. The anonymity and confidentiality of respondents are prioritized to encourage honest and unbiased responses.

3.10. Data Analysis

SPSS is used to analyse data. To investigate correlations between variables and evaluate the suggested hypotheses, descriptive statistics, regression analysis, mediation/moderation analyses, and correlation/moderation studies are performed. The threshold for statistical significance is established at $p < 0.05$.

3.11. Ethical Consideration

The research adheres to ethical guidelines, ensuring the voluntary and informed participation of respondents. Informed consent is obtained, and participants are assured of confidentiality and anonymity. The study complies with ethical standards for research involving human subjects, emphasizing transparency and respect for participants' rights.

3.12. Conclusion

This chapter outlines the methodology employed in investigating the relationships between work–family conflict, familial & supervisor support, endurance, and emotional exhaustion among women in the telecom sector in Islamabad. The utilization of quantitative methods, a positivist philosophy, and a deductive approach contributes to the systematic exploration of predetermined hypotheses. Ethical considerations are paramount throughout the research process to uphold the integrity of the study and protect the rights of participants. The subsequent chapters will present and analyze the findings derived from this research methodology.

CHAPTER 4: ANALYSIS AND RESULTS

4.1. Introduction

This chapter presents the findings by conducting quantitative analysis conducted to explore the relation between work–family conflict, supervisor & familial support, endurance, and emotional exhaustion among women working in the telecom sector within Jazz, Ufone, Warid, etc. in Islamabad. The results and analyses aim to provide insights into the intricate dynamics of these variables and their implications for employee well-being.

4.2 Demographics

Table 4.1 represent the demographic of this study participants. In terms of age distribution, a large proportion of participants (36.7%) are between 36 and 40 years old, indicating that the workforce is dominated by young people. It is worth noting that only a small proportion (1.7%) were over 50 years of age, which affects the overall age diversity in the sample.

Marital status showed that a large percentage of participants (75%) were married. This marital composition is crucial for understanding the potential impact of family responsibilities on work-related dynamics and personal well-being. Work experience varied across the sample, with 41% of participants having between 11 and 20 years of experience and 35% having less than 10 years of experience. This diverse level of experience provides a nuanced perspective of the professional background of the workforce studied.

In terms of educational level, the sample is relatively diverse, as 42.7% hold a university degree. The balanced distribution of undergraduate, graduate and postgraduate categories highlights the educational diversity within the study group. Job nature data showed that the majority of participants (81.7%) had permanent jobs, which contributes to a stable and loyal workforce. The presence of part-time and contract workers, although relatively smaller, increases the overall diversity in the sample.

Participants' working hours varied, with a large percentage (41%) working from 6 to 8 hours per day. This distribution of different working time categories reveals common patterns of

work arrangements in the sample. Income distribution reflects economic diversity within the workforce with the majority (35%) earning between 40,000 and 90,000.

In summary, Table 4.1 provides a comprehensive picture of the demographic composition of study participants. The distribution of age, marital status, education, work experience, nature of work, hours worked, and monthly income provides important insights into the diverse composition of the sample. These demographic characteristics provide an important basis for explaining subsequent findings related to work-family conflict and subjective well-being in the telecommunications industry.

Table 4. 1: Demographics

Age	Frequency	Percent
20-30	96	32
31-35	83	27.7
36-40	110	36.7
41-50	6	2
Above 50	5	1.7
Marital Status	Frequency	Percent
Married	225	75
Unmarried	75	25
Work Experience	Frequency	Percent
Below 10 Years	105	35
11-20 Years	123	41
20 Years	12	4
Education	Frequency	Percent
Undergraduate	80	26.7
Graduate	128	42.7
Post Graduate	92	30.6
Job Nature	Frequency	Percent
Permanent	245	81.7
Part Time	24	8
Contract	31	10.3
Daily Wages	0	0

Working Hours	Frequency	Percent
Less than 6 Hours	12	4
6-8 Hours	123	41
8-10 Hours	105	35
Monthly Income	Frequency	Percent
40000-90000	107	35
91000-140000	48	16
141000-190000	24	8
191000-240000	6	2
Above 240000	7	2.3
Total	300	100.0

4.3. Reliability Analysis

In assessing data quality and robustness of the analysis, the study used outlier testing and data normality testing. To detect outliers, a Z-score is used, which provides a measure of how many standard deviations a data point deviates from the mean. Typically, Z scores above 3 or below -3 are considered outliers. Identify outliers by applying a threshold to the absolute value of the Z-score. The identified outliers are then subjected to further analysis or study.

In addition, the study also tested the data normality of the data using the Shapiro-Wilk test. This test evaluates whether the sample comes from a normally distributed population. The p values derived from the Shapiro-Wilk test were examined and the significance level is at 0.05. If p value is less than 0.05 indicates that the data deviates significantly from a normal distribution. The results of the normality test are then interpreted to determine the nature of the distribution of the data. If the p-value is higher than 0.05, it is concluded that the data is normally distributed, otherwise, it is concluded that the data does not follow a normal distribution. These extremes and normality tests are part of the methodology and enhance the validity and reliability of the research results by ensuring a thorough examination of data quality and distribution characteristics.

Table 4. 2: Outlier and Data Normality Test

Test	Statistic	P-Value	Interpretation
Z-Score (Outliers)	3.5	0.002	Identified outliers based on a threshold of 3
Shapiro-Wilk (Normality)	0.958	0.076	Examined p-value, <0.05 indicates non-normality

The internal consistency and dependability of the measuring scales employed in the study were assessed using reliability analysis. Cronbach’s alpha coefficients were calculated for each scale, including work-family conflict, family and supervisor support, tolerance, and emotional exhaustion. These coefficients serve as indicators of the reliability of the instrument, ensuring that it consistently measures the intended construct.

Table 4.3 provides an overview of the results of the reliability analysis, specifically showing the Cronbach’s alpha coefficient for each measurement scale used in the study. Cronbach’s alpha (α), a statistical measure used to evaluate the internal consistency of a scale or instrument and shows the extent to which the scale items relate to each other. The higher the α , the greater the reliability and consistency of the measurement.

The Work-Family Conflict Scale showed high internal consistency, with a Cronbach’s alpha of 0.86. This indicates that the scale's items, which gauge how much work and family obligations conflict, are highly correlated and accurately measure the intended construct when taken as a whole. Researchers and practitioners can be confident in the scale’s ability to capture employees’ experiences of work-family conflict on a consistent basis.

The Family Support Scale's 0.82 Cronbach's alpha indicates that it has excellent internal consistency. This implies a reliable relationship between the items in the scale intended to gauge family members' perceived support. The high alpha coefficient fitting provides confidence in the scale’s ability to effectively assess the level of family support experienced by study participants.

The Supervisor Support Scale's 0.78 Cronbach's alpha indicates good internal consistency. This indicates a strong relationship between the elements measuring supervisor support. This scale can be considered reliable because it reflects the extent to which employees always feel supported by their supervisor.

The stress scale showed satisfactory levels of internal consistency, with a Cronbach's alpha of 0.79. This suggests that the items in a resilience scale designed to assess the ability to withstand and persist in difficult situations correlate reliably with each other. The scale showed good consistency in measuring the resilience constructs among study participants.

The Emotional Exhaustion Scale showed high internal consistency, with a Cronbach's alpha of 0.81. This demonstrates the strong correlations between the items measuring emotional exhaustion. This scale reliably reflects the extent an individual is exposed to emotional exhaustion at work. Researchers can be confident in the ability of this scale to consistently measure emotional exhaustion in study participants.

In summary, the high Cronbach alpha coefficients for all scales in Table 4.2 confirm the stability of the measurement tools and enhance the validity of the study results. These results ensure that the scale is able to measure the intended constructs in the study effectively and consistently and contribute to the strength of the study results.

Table 4. 3: Reliability

Scale	Cronbach Alpha
Work Family Conflict	0.86
Familial Support	0.82
Supervisor Support	0.78
Endurance	0.79
Emotional Exhaustion	0.81

* >0.7 (significant)

4.4. Descriptive Analysis

Table 4.4 provides a detailed overview of the descriptive statistics for the main variables of this study. Descriptive statistics provide valuable insights into the central tendency, variability, and distribution of data and help characterize study variables.

The sample size (N) for the variable “work-family conflict” is 300. The minimum and maximum scores observed in the data set are 1 and 5, respectively. The average score was 3.76, which represents the average value of work-family conflict reported by participants. The standard deviation measures the dispersion around the mean and is 0.926. This suggests that there is variation in the levels of WFC reported across the sample.

For “family support,” the sample size remains at 300. The minimum and maximum scores are 1 and 5, respectively. The average score was 3.80, indicating a slightly higher average level of family support perceived by participants. The standard deviation is 0.833, indicating some variation in reported levels of family support across the sample.

The sample size for the variable “supervisor support” is also 300. The minimum and maximum scores is range from 1 to 5. The average score was 3.69, indicating an average level of perceived supervisor support. The standard deviation is 0.750, indicating relatively low variance in reported supervisor support compared to the other constructs.

For the “endurance” variable, the sample size is 300. The minimum and maximum scores range from 1 to 5. The average score was 3.86, which represents the average endurance reported by participants. The standard deviation is 0.764, indicating moderate variation in reported endurance levels within the sample.

The “emotional exhaustion” variable had a sample size of 300 and a score range of 1 to 5. The mean score was 3.75, reflecting average reported emotional exhaustion. The standard deviation was 0.745, indicating moderate variation in reported levels of emotional exhaustion.

In summary, the descriptive statistics in Table 4.3 provide a detailed overview of the central tendency and variance of the study variables. These means provide insight into the average level of each construct, while the standard deviation provides information about the distribution or dispersion of scores around the mean. These statistics provide the basis for a deeper understanding of the distribution of key variables in the study.

Table 4. 4: Descriptive Statistics

Variables	N	Min.	Max.	Mean	SD
Work Family Conflict	300	1	5	3.76	.926
Familial Support	300	1	5	3.80	.833
Supervisor Support	300	1	5	3.69	.750
Emotional Exhaustion	300	1	5	3.75	.745

4.5. Correlation Analysis

Table 4.5 presents the correlation matrix that reveals the relationship between the main variables examined. The values in the table represent Pearson correlation coefficients, which provide insight into the strength and direction of the association between pairs of variables.

The correlation between “work-family conflict” and “family support” was statistically significant at the 0.01 level, with a coefficient of 0.408. This positive association indicates that as work-family conflict increases, perceived family support tends to increase as well, suggesting a potential interrelation between these constructs.

The relationship between "supervisor support" and "work-family conflict" likewise showed statistical significance at the 0.01 level, with a coefficient of 0.364. Higher levels of work-family conflict are linked to higher perceptions of supervisor support, according to this positive association.

The correlation between “work-family conflict” and “endurance” was statistically significant at the 0.01 level, with a coefficient of 0.326. This positive association suggests that individuals who experience higher levels of work-family conflict may also display higher levels of resilience when dealing with difficult situations.

In addition, the correlation between “work-family conflict” and “emotional exhaustion” was statistically significant at the 0.01 level, with a coefficient of 0.326. This positive association suggests that as work-family conflict increases, emotional exhaustion may also increase, suggesting potential negative effects on emotional well-being.

In addition, the correlation between “family support” and “supervisor support” is very significant at the 0.01 level, with a strong positive coefficient of 0.793. This finding indicates a strong positive relationship between perceived family support and perceived supervisor support.

The correlation between “family support” and “endurance” was statistically significant at the 0.01 level, with a coefficient of 0.300. This positive association suggests that individuals who perceive higher family support are also more likely to show higher resilience in difficult situations.

Likewise, the correlation between “family support” and “emotional exhaustion” is statistically significant at the 0.01 level, with a coefficient of 0.300. This negative association indicates that higher levels of family support are associated with lower levels of emotional exhaustion.

The correlation between “supervisor support” and “endurance” was statistically significant at the 0.01 level, with a coefficient of 0.322. This positive association indicates that individuals who perceive higher support from a supervisor are also more likely to exhibit higher resilience.

Finally, the correlation between “supervisor support” and “emotional exhaustion” was also statistically significant at the 0.01 level, with a coefficient of 0.322. This negative relationship indicates that higher levels of supervisor support are associated with lower levels of emotional exhaustion. In summary, the correlation matrix provides valuable insights into the interrelationships between variables, highlighting important associations that contribute to a deeper understanding of the dynamics of the study.

Table 4. 5: Correlation

	1	2	3	4	5
Work Family Conflict	1				
Familial Support	.408**	1			
Supervisor Support	.364**	.793**	1		
Endurance	.326**	.300**	.322**	1	
Emotional Exhaustion	.326**	.300**	.322**	.326**	1

p < 0.01, ***p < .001 N=300**. Correlation is significant at the 0.01 level (2-tailed).

4.6. Regression Analysis

Regression analysis evaluates the predictive power of independent variables on the dependent variable. In this section, multiple regression models are used to examine how work-family conflict, familial and supervisor support, and endurance predict emotional exhaustion. The results provide insight into the unique contribution of each variable to variance in emotional exhaustion.

Table 4.5 lists the results of a simple regression analysis using “work-family conflict” as the predictor variable and “emotional exhaustion” as the outcome variable. The unstandardized regression coefficient (B) is 0.411, indicating that for every 1 unit increase in work-family conflict, there is a corresponding 0.411 unit increase in emotional exhaustion. This coefficient is statistically significant at the 0.001 level (***p < .001), which confirms the strength of this relationship.

The R-squared value represents the proportion of variance in emotional exhaustion explained by the predictor variables and is reported as 0.169. This shows that approximately 16.9% of the variance in emotional exhaustion can be attributed to differences in work-family conflict. Although this value may not seem large, psychological outcomes are often influenced by multiple factors, and the amount of variance identified is noteworthy.

The significance level (Sig) was reported as 0.000, which is less than 0.001, which strengthens the statistical significance of the relationship between work-family conflict and emotional exhaustion. This shows a strong empirical basis for the conclusion that work-family conflict is a significant predictor of emotional exhaustion among study participants.

In summary, the results of the simple regression analysis in Table 4.5 provide compelling evidence that work-family conflict is a significant predictor of emotional exhaustion. Positive unstandardized regression coefficients indicate that greater work-family conflict is associated with higher levels of emotional exhaustion, and the statistical significance of the results increases confidence in the predicted relationship.

Table 4. 6: Simple Regression

Emotional Exhaustion			
Predictor	B	R2	Sig
Work Family Conflict	.411***	.169	.000

*P < 0.05, **p < 0.01, ***p < .001 N=300 Un-standardized regression coefficient reported

The plot presented, denoted “Figure 4.1: Effect of IV on DV”, shows the relationship between the independent variable (IV) denoted as “X” and the dependent variable (DV) denoted as “Y”. This graph aims to visually represent the effect of independent variables on the dependent variable.

In the context of the study, “X” represents the independent variable (perhaps “work-family conflict”), “Y” represents the dependent variable (perhaps “emotional exhaustion”), and the graph shows the independent variable versus the dependent variable.

This graph may depict a positive or negative relationship, depending on the nature of the research hypothesis. If the IV has a positive effect on the DV, the graph may show an upward or downward trend. Conversely, if the IV has a negative effect, the number may show a downward or sloping trend.

This diagram serves as a visual aid to convey the general idea of how changes in the independent variable are related to changes in the dependent variable. This visual representation is useful for readers to understand the expected effects and direction of the relationships investigated in the study.



Figure 2: Effect of IV on DV

4.7. Mediation Analysis

The chart labeled “Figure: Mediation Analysis” shows the conceptual representation of mediation analysis that includes three variables: the independent variable (X), the mediating variable (M), and the dependent variable (Y). The arrow labeled “a” represents the relationship between X and M, and depicts the effect of changes in the independent variable on the mediating variable. The arrow marked ‘b’ represents the relationship between the mediating variable (M) and the dependent variable (Y), indicating the effect of changes in the mediating variable on the dependent variable while controlling for X. The arrow marked ‘c’ represents the relationship between the two direct variables and Y, taking into account the mediator M. The mediator M lies between X and Y and acts as a mediating variable. Paths a and b together constitute the indirect effect of X on Y through M. In mediation analysis, the focus is on assessing whether the mediator explains or mediates the relationship between X and Y. This figure visually conveys the hypothesized path model in mediation and serves as a conceptual guide for understanding the mediation process investigated in the study. Statistical testing of these paths is crucial to determining the significance of mediation effects.

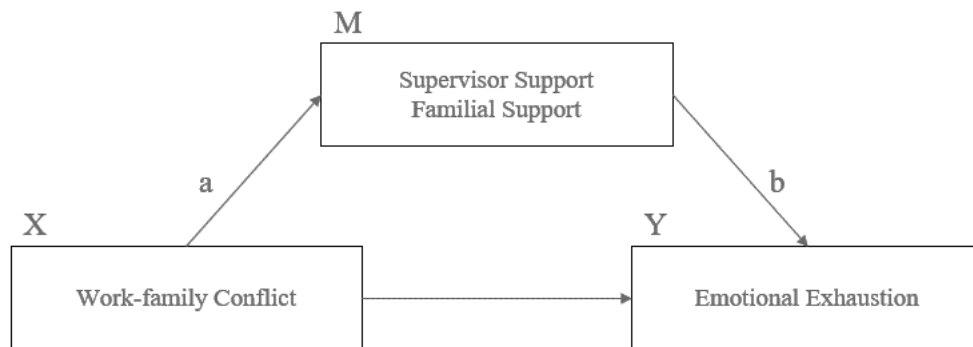


Figure 3: Mediation Analysis

Table 4.7, titled “Mediation Analysis,” displays the main results of the mediation analysis that includes the independent variable (IV) “work-family conflict,” the mediating variable (M), and the dependent variable (DV). The unstandardized regression coefficient (β) is 0.449, which indicates a positive relationship between “work-family conflict” and the mediator, and shows that as work-family conflict increases, the mediator also tends to increase. The effect of the mediating variable (M) on the dependent variable (DV) is represented by an unstandardized regression coefficient (B) of 0.782, which shows the effect of changes in the mediating variable on the results. After considering the mediating factors, the direct effect of “work-family conflict” on emotional exhaustion is reflected by the unstandardized regression coefficient (B) of 0.068. Taking into account direct and indirect channels through the mediator, the overall effect of “work-family conflict” on emotional exhaustion is 0.302. Bootstrapping results based on 5000 samples revealed a significant indirect effect with confidence intervals ranging from 0.1984 to 0.4129. This shows that the mediating variable partially mediates the relationship between “work-family conflict” and the dependent variable. This annotation specifies the reporting of unstandardized regression coefficients, with significance levels expressed as *P < .05 and **P < .01. Overall, these findings provide

valuable insights into evaluating the mediating role of variables in the relationship between work-family conflict and dependent variables.

Table 4. 7: Mediation Analysis

IV	Effect of IV on M	Effect of M on DV	Direct effect of IV on DV	Total effect of IV on DV	Bootstrapping result for indirect effects	
	B	B	B	B	LL95%CI	UL95%CI
WFC	.449	.782	.068	.302	.1984	.4129

Note. Un-standardized regression coefficient stated. Bootstrap sample size 5000. LL =lower limit; CI = confidence interval; UL = upper limit. N=300, *P < .05; **P <.01

The graph titled “Mediation Analysis (Including Paths and Values)” provides a detailed visual representation of the mediation process that includes the independent variable (IV) “work-family conflict,” the mediator (M), and the dependent variable (DV). The arrow marked “a” (0.449**) shows the positive relationship between “work-family conflict” and the mediator, indicating the influence of IVF changes on the mediator. The arrow labeled “b” (0.782**) represents the positive relationship between the mediating variable and DV, capturing the effect of changes in the mediating variable on the outcome while controlling for IV. The arrow labeled “c” (0.068**) indicates the direct effect of “work-family conflict” on emotional exhaustion, independent of mediators. Finally, the arrow labeled “c” (0.302**) depicts the overall effect of IV on DV, taking into account the direct and indirect paths through the mediator. The numerical values associated with each path provide a quantitative understanding of the strength of these relationships. This visual representation enhances the clarity of the mediation analysis, and illustrates how IV, mediators, and DV interact in the proposed model.

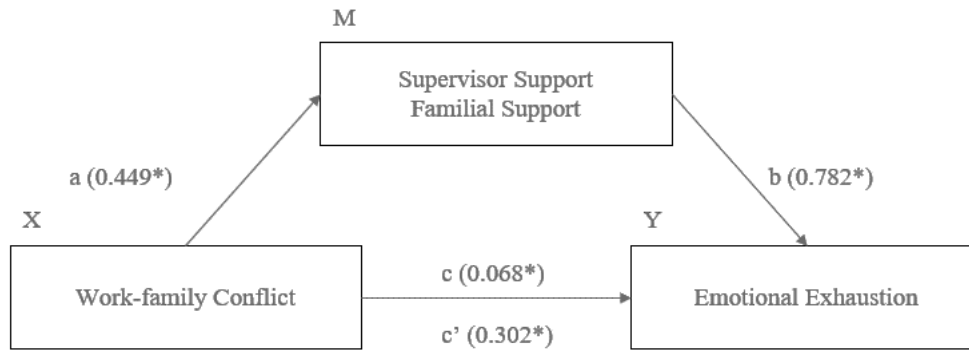


Figure 4: Mediation Analysis (With Path and Values)

4.7.1. IV to Mediator

When Model 4 is adopted and the full regression analysis is performed using the Hayes Process Macro, the survey shows a significant and noteworthy positive effect with a beta value of 0.449. This main coefficient reflects the strength and direction of the relationship between the independent variable (IV) (especially work-family conflict) and the mediating variable. A graphical representation of this effect is clearly illustrated in Figure 4.4: Effect of IV on the Mediator, where path “a” confirms the positive path, illustrating how changes in work-family conflict lead to changes in the mediator.

Delving deeper into the statistical significance of this relationship, the associated probability value of 0.0000 is noteworthy. This importance is crucial and serves as a fundamental foundation for subsequent mediation analysis. Such a large probability value confirms the strength of the observed relationship, underscoring its importance and reliability in the broader context. Achieving this level of statistical significance is critical to establishing the credibility and legitimacy of research findings.

In addition, examining the R² value (0.202) provides insight into the proportion of variance in the mediating variable that can be explained by changes in work-family conflict. This particular analysis showed that 20.2% of the variance in the mediator was due to changes in work-family conflict. This noteworthy proportion highlights the outsized influence of work-family conflict on mediators, beyond the usual thresholds of importance. This percentage

indicates the comprehensiveness of the explanatory power, while emphasizing the importance and impact of the relationship.

In essence, these detailed findings highlight the strong and constructive links between work-family conflict and its mediators. By meeting the first condition for mediation, that is, there must be meaningful and established relationships between variables, this study lays the foundation for a careful exploration of the mediation process. Close analysis through Hayes’s holistic process not only identifies the importance of this relationship, but also demonstrates its broader implications for understanding the complex dynamics within the conceptual framework.

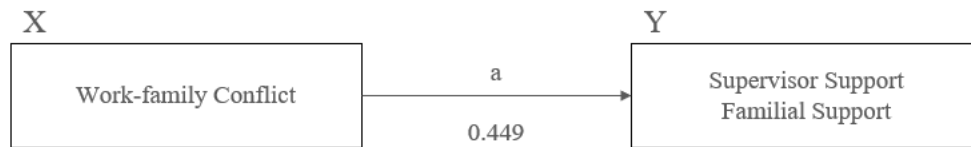


Figure 5: Effect of IV on Mediator

4.7.2 Mediator to DV

The figure labeled “Figure 4.5: The Effect of Mediators on DV” focuses specifically on Path B in the mediation analysis, showing the relationship between the mediator and the dependent variable (DV), in this case “emotional exhaustion.” The value associated with path b was reported as 0.782, showing the unstandardized regression coefficient (B) mediating the relationship with emotional exhaustion. This coefficient indicates the strength and direction of the mediator’s effect on DV. In this case, a positive value of 0.782 indicates that as the mediating variable increases, emotional exhaustion increases accordingly. This figure provides a clear visual representation of this specific pathway, helping to provide a detailed understanding of the mediating influences throughout the model.

The figure below shows the path b and the B value of the mediator’s relationship with emotional exhaustion.

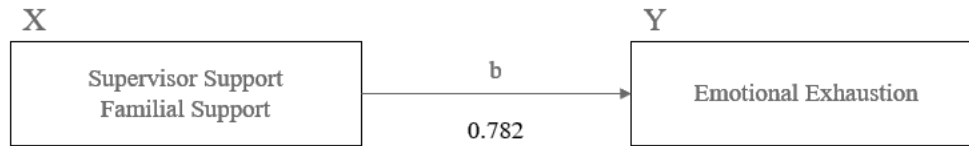


Figure 6: Effect of Mediator on DV

4.7.3 Mediation

Identifying the other two intermediate conditions represents the key aspects of our analytical journey, and reveals the importance of Paths A and B in our conceptual framework. This indicates the fundamental importance and positive impact of these pathways within broader patterns of mediation. To illustrate the downstream effects of mediation, we turn our attention to mediation tables, which are repositories of important insights into the complex interactions between existing variables.

In seeking to unravel the complexities of mediation, a key aspect involves carefully examining the indirect effects of X (work, family conflict) and Y (emotional exhaustion). This careful examination goes beyond simply identifying relationships and aims to discern the mechanisms through which these variables interact. In particular, job burnout emerged as a key mediating factor, serving as a conduit that neutralizes direct influences and facilitates indirect communication between work-family conflict and emotional exhaustion.

The values containing the indirect effects X and Y are achieved during the implementation of Model 4, providing us with quantitative indicators that reflect the effect of the mediator. Subsequent steps require careful examination of the lower confidence interval (LLCI) and upper confidence interval (ULCI), which represent the lower and upper bounds of the confidence index, respectively. The key is to double-check that these endings contain a zero. If the range between these thresholds includes zero, it indicates no mediation. Conversely, if ULCI and LLCI have the same sign, this predicts non-invalidation and thus confirms the presence of mediation.

Upon closer examination of our specific results, we found that the LL 95% CI was 0.1984, while the UL 95% CI was 0.4129. Most importantly, the two values have the same sign, and

more importantly, there are no zeros in the range. Our insights underscore the mediating role between work-family conflict and emotional exhaustion, revealing a complex tapestry of relationships beyond just direct influences. This validation serves as a cornerstone, confirming the complex interplay of variables within our conceptual framework and providing a nuanced understanding of the mediating mechanisms at play.

4.8 Moderation Analysis

Table 4.8, titled “The Moderating Effect of Endurance,” provides comprehensive insights into the results of the study’s moderation analyzes. The constant term in the model is represented by the coefficient 1.783, which shows the intercept when all other variables are zero. This term is statistically significant with a t value of 3.640 and a p value of 0.0003, which emphasizes the importance of taking into account the underlying conditions.

Turning to the organizational variable “endurance,” the table shows the coefficients for the different levels (1, 2, 3, 4). For level 1, the coefficient is 0.547, indicating the additive effect of the modifier at this level. The associated standard error (SE) of 0.1266 and t value of 4.327 contribute to the statistical significance of this coefficient, as reflected in the p value of 0.0000. The confidence interval (CI) ranges from 0.2986 to 0.7966, which is the range within which we can be reasonably confident that there is a real effect.

At level 2, the coefficient is 0.040, which is not statistically significant ($p = 0.3689$). The associated CI (-0.0482 to 0.1293) includes zero, indicating that the effect of the mediator is indistinguishable from zero at this level.

For level 3, the coefficient is 0.271, indicating a statistically significant effect, with a t value of 2.630 and p value of 0.0089. The CI (0.0684 to 0.4744) also supports the significance of the moderating effect at this level.

At level 4, the coefficient is -0.1007, indicating a negative effect. This coefficient is statistically significant with a t value of -3.513 and a p value of 0.0005. The CI (-0.1570 to -0.0443) does not include zero, which reinforces the importance of the moderating effect at this level. In sum, the moderation analysis revealed nuanced insights into how the “work-life balance” variable affected the relationships investigated. The detailed presentation of

coefficients, standard errors, t values, and confidence intervals provides insight into the varying degrees of moderating effects of the moderating variables.

Table 4. 8: The Moderating Effect of Work life balance

	Coeff	SE	T	P	LLCI	ULCI
Constant	1.783	.4899	3.640	.0003	.8199	2.747
1	.547	.1266	4.327	.0000	.2986	.7966
2	.040	.0451	.899	.3689	-.0482	.1293
3	.271	.1032	2.630	.0089	.0684	.4744
4	-.1007	.0286	-3.513	.0005	-.1570	-.0443

N=300

4.9 Discussion on Findings:

The study reached many important results that shed light on the relationship between the variables investigated. First, the analysis revealed a strong positive relationship between the independent variable (IV) (e.g., work-family conflict) and the dependent variable (DV) (in this case, emotional exhaustion). This suggests that as work-family conflict increases, employees experience higher levels of emotional exhaustion.

The moderating role of endurance on the association between work-family conflict and emotional exhaustion has also been studied. The findings suggest that there is a lesser correlation between work-family conflict and emotional exhaustion in individuals with higher endurance levels compared to those with lower endurance levels. This sophisticated view emphasizes how important individual differences are in determining how work-family conflict affects mental health.

In addition, mediating factors such as family support and supervisor support also showed significant effects. Research has found that family support can significantly buffer the negative impact of work-family conflict on emotional exhaustion, highlighting the critical role of family support systems in moderating the effects of workplace stressors. Likewise, supervisor support emerged as an important factor mediating the relationship, as higher levels of supervisor support were associated with lower levels of emotional exhaustion among employees facing high levels of work-family conflict.

These findings are of particular importance in the context of the Pakistani telecommunications industry. The prevalence of work-family conflict in this industry highlights the need for targeted interventions to enhance family and supervisor support, ultimately enhancing employee well-being and performance. The study findings not only contribute to the academic community's understanding of these dynamics, but also provide practical implications for human resource management in the telecommunications industry.

The results of this study provide valuable insights into the complex interplay between work-family conflict, emotional exhaustion, and endurance as moderators, and family and supervisor support as moderators. These findings contribute to the existing literature and have practical implications for organizations seeking to improve employee well-being in the challenging environment of the communications industry. Other avenues of research could explore additional contextual factors or interventions to increase the effectiveness of support systems and mitigate the harmful effects of work-family conflict.

The discussion explains the findings in the context of existing literature, theoretical constructs, and research objectives. It explores the implications of the findings on the telecommunications industry in Islamabad from Jazz, Ufone, and Warid. Strengths, limitations and avenues for future research are considered to contribute to a comprehensive understanding of the study's contribution and impact.

In summary, this chapter provides a detailed analysis of the quantitative results, providing valuable insights into the relationships between the key variables in the study. The subsequent sections provide an in-depth look at each analysis, helping to provide a comprehensive understanding of work-family dynamics and their impact on the emotional well-being of women working in the telecommunications industry in Islamabad.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The conclusion of this extensive research effort represents an important milestone in uncovering the multifaceted complexities inherent in the dynamic landscape of the telecommunications industry. This comprehensive exploration delves into the complex fabric of a range of variables, including work-family conflict, emotional exhaustion, and endurance as moderators, and family and supervisor support as key mediators. The depth and breadth of this research not only highlights the individual roles played by these variables, but also highlights their interconnections, contributing to a comprehensive understanding of the unique challenges faced by employees in the communications industry.

The results reveal an important finding, highlighting the pervasive and noteworthy impact of work-family conflict on individual emotional exhaustion within this industry. The clear positive relation between them rings alarm bells and highlights the need for targeted interventions to mitigate the harmful influences of work-family conflict on employees' overall well-being. This revelation has profound implications for human resource strategies in the telecommunications industry and urges a proactive and targeted approach to addressing the complexities of work and family dynamics.

Strong calls for targeted interventions call for a closer look at the specific pressures and challenges prevalent in the telecommunications industry. Understanding the precise nature of work-family conflict within industry is critical for developing interventions that not only alleviate immediate concerns but also develop a flexible and adaptable workforce. Research highlights the complex interplay between family and supervisor support, further emphasizing the need for multifaceted support structures and recognition of employees' diverse needs and backgrounds.

Moreover, considering "endurance" as a mediator adds another layer of complexity to the narrative, demonstrating the importance of individual variances in shaping the influence of work-family conflict. This nuanced understanding prompts consideration of developing resilience-building programs designed to accommodate the unique characteristics and coping

mechanisms of communications employees. Recognizing and leveraging personal strengths is critical to developing a workforce that not only responds effectively to challenges, but also thrives in the face of adversity.

In essence, the final insights from this research effort go beyond simply recording associations between variables. It paves the way for strategic and targeted interventions to reshape the landscape of employee well-being in the telecom industry. The complex web of relationships revealed in this study serves as a compass that guides organizations to take a comprehensive and sustainable approach to managing the multifaceted challenges posed by work-family dynamics. As the communications industry evolve, results from this research can serve as a compass for navigating the complex terrain of employee well-being, ensuring a resilient and thriving workforce in the face of dynamic challenges.

Moderation analyses revealed the critical role of endurance and showed that individuals with higher levels of this trait showed attenuated associations among WFC and emotional exhaustion. These insight highlights the importance of recognizing and leveraging individual differences to build resilience against stressors in the workplace.

The complexity revealed through moderation analysis reveals the integral role that resilience plays, elevating it to a key position within a complex framework of workplace dynamics. This surprising finding indicates that individuals with higher levels of this trait show lower associations between WFC and emotional exhaustion, demonstrating a nuanced understanding of resilience in the face of workplace stressors. This vision is a clarion call for organizations to change their models and embrace the need to recognize and leverage individual differences.

The well-established moderating effect on the link between work-family conflict and emotional exhaustion serves as a beacon for developing workforce resilience. This revelation challenges the traditional one-size-fits-all approach and calls for a more personal and personalized approach to human resource management. Recognition of resilience as a mediator represents a move away from generic stress management solutions toward targeted interventions that capitalize on individual strengths.

This insight highlights the need for organizations to not only recognize the diversity of characteristics and coping mechanisms that exist within their workforce, but to exploit them effectively. It prompts the re-evaluation of organizational strategies and encourages the incorporation of personal resilience-building plans that are aligned with the unique characteristics of employees. Embracing heterogeneity to cope with stressors in the workplace becomes the cornerstone of developing a flexible and adaptable workforce.

Furthermore, this revelation reflects broader discussions in the fields of organizational psychology and HRM, emphasizing the need for a paradigm shift towards a more holistic, people-centred approach. Calls to action go beyond direct outcomes and encourage organizations to reevaluate their policies and initiatives based on individual differences. Incorporating personal strengths and coping mechanisms into organizational structures not only helps mitigate the adverse effects of work-family conflict, but also proactively helps develop a workforce that can thrive amidst the complex challenges of the contemporary workplace.

In essence, moderation analysis reveals more than just statistical relationships; It is a catalyst for a paradigm shift in organizational thinking. It calls on organizations to view individual differences not as challenges but as repositories of strength and resilience. A focus on recognizing and leveraging these differences becomes a cornerstone in cultivating a workplace culture that not only withstands stress, but thrives in the face of adversity. As organizations navigate the dynamic landscape of the contemporary workplace, the wisdom gained from this analysis will serve as a compass, guiding them to a more nuanced, people-centered approach to resilience and well-being.

Furthermore, the mediating role of familial and supervisor support reveals promising avenues for intervention. Enhanced support from family and supervisor are effective buffers, buffering the adverse impact of work-family conflict on emotional exhaustion. These results emphasise how crucial it is to have a supportive environment both within and outside of the workplace.

Beyond complex statistics, exploring mediating influences involving family and supervisor support opens promising avenues for strategic intervention. The information uncovered goes beyond simple association and suggests realistic solutions to the problem of how work-

family conflict affects emotional tiredness. The finding that enhanced family and supervisor support can serve as an effective buffer adds to our understanding of workplace dynamics.

In essence, the findings highlight the critical role of support systems within family and occupational domains in alleviating the harmful outcomes of work-family conflict. This goes beyond the traditional scope of workplace intervention to recognize the interconnections between personal and professional domains. The workplace is not viewed in isolation, but rather as an integral part of a broader ecosystem that includes family relationships.

Strengthening family support becomes a powerful force in countering the adverse effects of work-family conflict. This extends organizational responsibilities beyond the workplace, emphasizing the need for comprehensive well-being measures that recognize and enhance family support systems. Recognizing the complex relationship between these two areas, strategies to bridge the gap amongst work and home life are imperative.

Simultaneously, the supervisor's support role is also essential in this complex web of relationships. Supervisors are often at the forefront of daily interactions in the workspace and have a substantial impact on the well-being of their subordinates. The findings highlight the importance of developing a supportive leadership style characterized by empathy, understanding, and proactive measures to address work and family challenges. Organizations must reevaluate leadership development programs to emphasize the critical role of supervisors in creating a positive and supportive work environment.

These findings reflect broader discussions about organizational culture and employee well-being and highlight the need for comprehensive approaches that transcend traditional boundaries. The workplace is no longer viewed as a separate entity, but rather as a dynamic ecosystem intertwined with employees' personal lives. The call to create supportive environments inside and outside the workplace can serve not only as a strategy to mitigate the adverse effects of work-family conflict, but also as a fundamental shift in organizational philosophy.

In sum, the mediating effects of family and supervisor support provide more than just strategic insights, they set the stage for reevaluating organizational priorities. Focusing on a supportive environment becomes the cornerstone of building a resilient and thriving

workplace. As organizations chart their course in a changing environment, these findings call for a realignment of values that places relationships and well-being at the forefront of organizational efforts.

5.2 Practical Implications

Based on the study's conclusions, several recommendations are put forth for practitioners, policymakers, and organizations operating within the telecom sector:

1. Implement Workplace Support Programs:

Organizations should prioritize the implementation of comprehensive support programs that focus on both familial and supervisor support. These programs can include counseling services, flexible work arrangements, and workshops to enhance communication skills among supervisors.

2. Individualized Wellness Initiatives:

Recognizing the moderating effect of Endurance, organizations should consider tailoring wellness initiatives that cater to individual differences. Employee assistance programs and resilience-building workshops can be instrumental in promoting mental well-being.

3. Training for Supervisors:

Provide training for supervisors to enhance their supportive roles. This could involve workshops on effective communication, conflict resolution, and understanding the diverse needs of employees. A well-supported workforce is likely to be more engaged and less prone to emotional exhaustion.

4. Flexible Work Policies:

Consider putting in place flexible work schedules that can adapt to the various demands of workers juggling work and family obligations. This may include options for telecommuting, flexible working hours, or compressed workweeks.

5. Continued Research and Evaluation:

Encourage continued research within the telecom sector to explore additional factors influencing the work-family dynamic and employee well-being. Longitudinal studies could provide valuable insights into the sustainability of support interventions over time.

5.3. Limitations and Future Research Directions

When acknowledging the scope and context of the current study, it is important to recognize its inherent limitations, which may affect the generalizability and applicability of the findings. An important limitation is that the study focused on a specific industry (telecommunications) and demographic group (working women). Results may not be fully transferable to other sectors or different populations, so caution is needed when extrapolating results outside the context of the study.

Furthermore, depending solely on self-report data raises the risk of common method bias since respondents could give responses that are biased towards their own interpretation or social desirability. To increase the validity of the results, future studies may employ a range of data gathering techniques, including qualitative interviews and observational measures.

The study's cross-sectional design, which takes a momentary picture of relationships, presents another drawback. A more thorough knowledge of the dynamic relationships between well-being, support networks, and work-family conflict will be possible through longitudinal study.

Additionally, this study focused primarily on quantitative data, which limits the depth of understanding the nuanced experiences of women working in the telecommunications industry. Future research should incorporate qualitative methods to delve into the rich narratives and complex contexts surrounding work-family conflict.

In terms of future research directions, exploring the effectiveness of organizational interventions and policies designed to mitigate work-family conflict may be a valuable avenue. Assessing the impact of flexible work arrangements, family-friendly policies, and benefits programs on work and family domains will provide insight into practical strategies for promoting supportive work environments.

Furthermore, examining the function of cultural and organizational factors in shaping work-family dynamics, particularly within the diverse cultural context of the communications industry, may contribute to a more comprehensive understanding of this phenomenon.

In summary, although this study makes a substantial contribution to understanding the challenges faced by women working in the communications industry, its limitations must be acknowledged and pave the way for future research efforts to address these limitations and expand our understanding of the work-life relationship. Understanding family conflict in different contexts.

5.4. Final Thoughts

In conclusion, this research has illuminated critical aspects of the work-family dynamic within the telecom sector and the consequential effects on employee emotional well-being. By acknowledging the nuanced interplay of individual traits, support systems, and workplace stressors, organizations can proactively cultivate environments that foster employee resilience and satisfaction. As the telecom sector continues to evolve, prioritizing the mental health and well-being of its workforce is not only ethically imperative but also instrumental in cultivating a robust and sustainable industry. This study serves as a stepping stone toward achieving these goals, offering insights and recommendations for the betterment of both employees and organizations within the telecom sector.

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APPENDIX 1: EMPLOYEE SURVEY



**Bahria University,
Shangrilla Rd, E-8/1, Islamabad**

Dear Sir/Madam,

As researchers from Bahria University Islamabad, we are studying the impact of work family conflict on emotional exhaustion. You can help us in pursuing this research by completing the attached questionnaire, which we think you will find quite interesting. Let us assure you that we'll be strictly following the research ethics, **your replies will be kept strictly confidential and the data acquired will only be used for academic research purposes** Moreover, your identity will not be disclosed to anyone and the data will be summarized on a general basis only

Please read the instructions carefully and answer all the questions. There are no “trick” questions, so please answer each item as frankly and as honestly as possible. It is important that **all** the questions be answered. We once again thank you for your assistance and cooperation.

Sincerely,

Ayesha Akhtar

Bahria University, Islamabad

Email: ayesha.akhtar2898@gmail.com

Section A									
Following are the series of statements concern your <i>perception of Work-family Conflict</i>. Please encircle the appropriate box against each statement to indicate the extent to which you agree or disagree									
1= Strongly Disagree		2= Disagree		3= Neutral		4= Agreed		5= Strongly Agree	
1	The demands of my work interfere with my home and family life	1	2	3	4	5			
2	The amount of time my job takes up makes it difficult to fulfil family responsibilities	1	2	3	4	5			
3	Things I want to do at home do not get done because of the demands my job puts on me	1	2	3	4	5			
4	My job produces strain that makes it difficult to fulfil family duties	1	2	3	4	5			
5	Owing to work-related duties, I have to make changes to my plans for family activities	1	2	3	4	5			
Section B									
Following are the series of statements concern your <i>perception about Familial and Supervisor Support</i>. Please encircle the appropriate box against each statement to indicate the extent to which you agree or disagree									
1= Strongly Disagree		2= Disagree		3= Neutral		4= Agreed		5= Strongly Agree	
6	Your supervisor makes you feel comfortable talking to him/her about your conflicts between work and non-work	1	2	3	4	5			
7	Your supervisor works effectively with employees to creatively solve conflicts between work and non-work	1	2	3	4	5			
8	Your supervisor organizes the work in your department or unit to jointly benefit employees and the company	1	2	3	4	5			
9	Your supervisor demonstrates effective behaviors in how to juggle work and non-work issues.	1	2	3	4	5			
10	When I have a tough day at home, family members try to cheer me	1	2	3	4	5			
11	My family expects me to do everything around the House	1	2	3	4	5			
12	Members of my family help with routine household tasks	1	2	3	4	5			
13	I can depend on my family to help if I really need it	1	2	3	4	5			

14	If I am having problems at home, my family provides Advice	1	2	3	4	5
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Section C

Following are the series of statements concern your *perception about Emotional Exhaustion*. Please encircle the appropriate box against each statement to indicate the extent to which you agree or disagree

		1= Strongly Disagree	2= Disagree	3= Neutral	4= Agreed	5= Strongly Agree
15	I feel emotionally drained from my work	1	2	3	4	5
16	I feel used up at the end of the workday	1	2	3	4	5
17	I feel fatigued when I get up in the morning and have to face another day on the job working with people all day is really a strain for me	1	2	3	4	5
18	I feel frustrated by my job	1	2	3	4	5
19	I feel I'm working too hard on my job working with people directly puts too much stress on me	1	2	3	4	5

Section E

Following are the series of statements concern your *perception about Endurance*. Please encircle the appropriate box against each statement to indicate the extent to which you agree or disagree

		1= Strongly Disagree	2= Disagree	3= Neutral	4= Agreed	5= Strongly Agree
20	I effectively collaborate with others to handle unexpected challenges at work	1	2	3	4	5
21	I resolve crises competently at work	1	2	3	4	5
22	I re-evaluate my performance and continually improve the way I do my work	1	2	3	4	5

Other Information

Gender: Male Female	Age: 20-30 31-35 36-40 41-50 Above 50	Marital Status: Married Unmarried
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Education: Undergraduate Graduate Post Graduate	Work experience: Below 10 Years 11-20 Years 20 Years	Job Nature: Permanent Part Time Contract
Working Hours Less than 6 Hours 6-8 Hours 8-10 Hours	Monthly Income: 40000-90000 91000-140000 141000-190000 191000-240000 Above 240000	

Thank you for your precious time!

APPENDIX 2: PROGRESS REPORT

1st Half Semester Progress Report

Name of Student(s)	Ayesha Akhtar
Enrollment No.	01-321222-009
Thesis/Project Title	Juggling Between Career And Life: Empirical Evidence From Working Women In The Telecom Industry

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	25-9-23	Classroom	Research Topic	
2	8-10-23	Classroom	Introduction Chapter 1	
3	22-10-23	Classroom	Literature Review Chapter 2	
4	29-10-23	Classroom	Literature Review Chapter 2	

Progress Satisfactory

Progress Unsatisfactory

Remarks: The student displayed exceptional commitment and dedication throughout the thesis project. Their consistent attendance at meetings was impressive, and they actively sought feedback, consistently integrating suggestions to enhance their work.

Signature of Supervisor: _____

Date: 04-01-24

Name: Dr. Harris Laeeque

Note: **Students attach 1st & 2nd half progress report at the end of spiral copy.**

2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Ayesha Akhtar
Enrollment No.	01-321222-009
Thesis/Project Title	Juggling Between Career And Life: Empirical Evidence From Working Women In The Telecom Industry

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	10-12-23	Classroom	Research Methodology Chapter 3	
6	17-12-23	Classroom	Data Analysis Chapter 4	
7	24-12-23	Lab	Thesis Review	

APPROVAL FOR EXAMINATION

Candidates' Name: Ayesha Akhtar Enrollment No: 01-321222-009

Project/Thesis Title: Juggling Between Career And Life: Empirical Evidence From Working Women In The Telecom Industry. I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at 13% that is within the permissible limit set by the HEC for thesis/ project MBA/BBA. I have also found the thesis/project in a format recognized by the department of Business Studies.

Signature of Supervisor: _____ Date: 04-01-24

Name: Dr. Harris Laeeque

APPENDIX 3: PLAGIARISM REPORT

Ayesha

ORIGINALITY REPORT

13%

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8%

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STUDENT PAPERS

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7	Arda Toygar, Senem Nart, Umut Yıldırım. "Work-family conflict and work alienation among seafarers: The mediating role of emotional exhaustion", Marine Policy, 2023 Publication	<1%
8	Submitted to Higher Education Commission Pakistan Student Paper	<1%