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The Effect of Work-Family Conflicts on Employee Well-Being: The Mediating Role of Work-Life Balance and the Moderating Role of Psychological Resources

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ABSTRACT

This study examines the impact of work-family conflicts on employee well-being across eight dimensions, emphasizing the function of work-life balance as a mediator. It primarily focuses on the telecom industry in Pakistan. The research also explores how personal resources, particularly psychological capital, moderate the association between work-family conflict and employee well-being. Work-family disputes can cause stress for employees and interfere with their well-being and work-life balance, according to the available literature on the subject. Stress will eventually turn into burnout if this circumstance persists for a long time, which will impact employee and organisational performance and output. Organizations and existing literature is waiting for solutions to improve employee performance in these inescapable situations. Employees of Pakistan telecom industries are the population of this study. The sample size is 395 participants. The data has been analyzed by using Preacher and Hayes' moderation-mediation models. Hayes' (2012) bootstrapping method has been used for mediation testing. Regression analysis has been used for testing of hypothesis. The results show how important is work-life balance for improving well-being and provide information on how organizations can reduce work-family conflict and encourage a more productive, healthy workforce. The findings suggest that work-family conflict adversely impacts employee well-being, which can be reduced by high levels of psychological capital and improved work-life balance. In the light of findings, organisations should create comprehensive policies to lower work-family conflict through family-friendly and flexible work arrangements. Moreover, to reduce the negative consequences of work-family conflict, employee development initiatives should incorporate training programs that promote psychological capital, specifically hope, resilience, and self-efficacy.

| **KEYWORDS** | Psychological Capital, Wellbeing, Work-Family Conflicts, Work-Life Balance |

Introduction

Organizations today operate in increasingly dynamic environments shaped by global competition, technological advancements, shifts in workforce demographics, and unpredictable economic conditions. These external forces are affecting the structural and operational aspects of organizations and disrupting employees' personal lives. The pressures of balancing work and family responsibilities are becoming more pronounced, leading to heightened levels of stress, anxiety, and a deterioration in overall well-being. Previous research has shown that work-family conflict (WFC) significantly contributes to adverse psychological and physical health outcomes, reduced job satisfaction, and lower organizational resilience (Greenhaus & Powell, 2006; Callan & Lawrence, 2009;

Avey & Luthans, 2010; Misfin et al., 2024). In this context, organizations must explore strategies that enhance employee well-being and mitigate the negative impacts of WFC.

Employee well-being has emerged as a critical factor for organisational success, with scholars emphasising its role in enhancing productivity, reducing absenteeism, and fostering job satisfaction (Krekel et al., 2019; Tortia et al., 2022). Among the various dimensions of employee well-being, psychological well-being, and psychosocial health have garnered considerable attention, particularly regarding work-family dynamics. In mounting work-family pressures, employees often experience challenges maintaining a healthy equilibrium, leading to burnout and reduced organisational commitment (WHO, 2005; Riley, 2012; Kaur, 2024). Despite this, study on WFC and its effects on well-being remain limited in many cultural contexts, especially in countries like Pakistan, where socio-cultural and demographic factors create unique challenges for employees managing work and family demands (Saher, 2013; Syed, 2013).

The nexus among WFC, WLB, and EWB is complex and influenced by various individual and organisational factors. Psychological Capital (PsyCap), a construct representing a person's positive psychological state, is pivotal in enhancing resilience and managing stress (Luthans et al., 2024). However, the interacting role of PsyCap in the context of WFC remains underexplored, particularly in Pakistan's unique socio-cultural environment. Employees with high levels of PsyCap—comprising self-efficacy, resilience, optimism, and hope —are well equipped to cope with the pressures of WFC, thus promoting better WLB and improving overall well-being (Karatepe & Karadas, 2014; Siu, 2013; Toprak et al., 2024). This study seeks to bridge the gap in the existing literature by examining the interplay between PsyCap, WFC, WLB, and EWB in the Pakistani context, focusing specifically on employees in the telecom sector.

Pakistan's rapidly changing socio-economic landscape, marked by high unemployment rates, shifting family structures, and intense competition in the workplace, makes it a particularly relevant context for this study. In Pakistan, where traditional joint family systems are transitioning toward nuclear families, the responsibilities of employees as primary caregivers are intensifying. This has led to increased work-family conflict, with employees often struggling to meet professional and personal life challenges (Sabzwari, 2016; Faiz, 2015; Lodhi et al., 2021). Furthermore, organisations in Pakistan, particularly in sectors like telecom and banking, are adopting downsizing and automation strategies, exacerbating the pressure on surviving employees to manage multiple roles. Understanding the factors influencing employee well-being in high-pressure environments is critical for organisational success and retention.

The present study is timely, as it aims to address these gaps in the literature by assessing how WFC impacts EWB and how WLB mediates this relationship. Additionally, the study will explore how PsyCap moderates the effects of WFC, offering valuable insights for organisations seeking to foster a healthier, more productive workforce. By applying the Conservation of Resources (COR) theory by Hobfoll (1989), which posits that individuals use available resources to minimize stress and maximize outcomes, this research will subsidize to an innate understanding of how psychological resources can alleviate the adverse effects of WFC. Ultimately, the findings from this research will provide actionable recommendations for policymakers and HR managers in Pakistan to promote employee well-being, enhance productivity, and reduce turnover, benefiting both individuals and organizations.

Literature Review

Work-family conflict and employee wellbeing

Work-family conflict (WFC) is a prevalent phenomenon that arises when demands from the WF domains are incompatible, leading to strain across both spheres (Zhang et al., 2021). As organizations increasingly prioritize productivity, employees often face extended work hours and reduced time for family engagement, exacerbating the tension between work and personal life. WFC can be understood through three key dimensions: time, strain, and behavior. Research has consistently shown that work-family conflict diminishes family satisfaction, increases burnout, and lowers employee performance (Misfin et al., 2024; Yang et al., 2024). However, the effects of WFC on employee outcomes are not universal, as cultural and organizational contexts play a substantial role in determining the extent of these negative impacts (Anwar & Shahzad, 2011). Moreover, gender differences have also been observed, indicating that men and women experience and respond to work-family conflict differently (Kulik, 2024; Brieger et al., 2024).

Employee well-being is a multi-dimensional construct encompassing emotional, physical, intellectual, social, and spiritual aspects that enable individuals to function effectively at work and in life (Khalid et al., 2024). It is closely related to positive emotional states such as happiness, self-actualization, vitality, and domain satisfaction (Varga et al., 2024). Two major philosophical perspectives inform the concept of well-being: subjective well-being, which emphasizes happiness, satisfaction, and positive moods, and psychological well-being, which focuses on mastery, personal growth, and alignment of one's activities with core values (Proctor, 2024). The adverse impacts of WFC on EWB have been well-documented, with significant reductions in overall well-being linked to increased stress and emotional depletion (Winefield et al., 2014). In particular, the Conservation of Resources (COR) theory suggests that the strain created by conflicting demands drains critical resources, ultimately leading to diminished mental and physical health (Hobfoll, 1989).

In countries like Pakistan, where cultural norms emphasize substantial family obligations alongside professional duties, work-family conflict is especially pressing for dual-income households (Hussain et al., 2015). Despite the growing recognition of the negative impact of WFC on EWB, there is limited research exploring this dynamic within Pakistan's socio-cultural context. The unique challenges employees face in balancing work and family responsibilities in such environments remain underexplored, leaving a significant gap in understanding how organizations can effectively support employee well-being amidst these conflicts. Therefore, this study investigates the connection between WFC and EWB in Pakistan, focusing on how organizations can mitigate these impacts.

H1 There is a negative relationship between WFC and EWB.

The mediating role of work-life balance

Literature exhibited that WLB is a Western concept (Clark, 2000; Voydanoff, 2005) and is being used with a different name like work-family fit (Clarke et al., 2004), work-life balance (Lewis et al., 2007), work-family relations (Halpern et al., 2005) work-family integration (Whitehead et al., 2008; Polk, 2008), work-personal life balance (Burke, 2010; Lewis, 2003), work-life integration (Bailyn et al., 2001), The discussions are underway about the definition of WLB and it is the need of the day, there should be a balance

between work and life (Guest, 2002). WLB is the capacity to balance one's obligations to one's family and one's job, as well as other extracurricular activities and duties (Ali Krantz et al., 2011). Additionally, the absence of appallingly high levels of conflict between job and non-work pressures is explained (Greenblatt, 2002). Contemporary research has shown that WLB intervenes in work culture and EWB (Stankevičienė, 2021).

WLB has increasingly been studied as a mediating variable in organizational research, particularly in understanding how workplace demands and resources impact employee outcomes. Rooted in the conservation of resources theory, which emphasises the role of resource improvement in vindicating stress and enhancing well-being, work-life balance is a critical mediator linking organisational practices to employee performance and satisfaction (Hobfoll, 1989). Current studies have exhibited that when employees achieve an equilibrium between work and personal life, it fosters better engagement, reduces burnout, and enhances overall productivity (Greenhaus & Allen, 2020). In Pakistan, where cultural norms often emphasise familial responsibilities alongside professional obligations, achieving a work-life balance is especially relevant for mitigating work-family conflicts and ensuring employee well-being (Noorani et al., 2021). Despite its importance, limited studies have explored its mediating role in the Pakistani context, particularly in examining how organizational interventions, such as flexible work policies, impact well-being and performance outcomes. This disparity emphasizes the need for more study to determine how WLB, as a mediator, might help employees in developing nations overcome the particular difficulties they confront.

H2a: WFC and WLB are negatively correlated.

H3a: WLB and EWB are positively correlated

H4a: WLB mediates the relationship between WFC and EWB.

Psychological capital as a moderator

Psychological Capital emphasises a person's psychological state of development. It comprises resilience, hope, optimism, and self-efficacy (Luthans, 2007). It is an essential concept for the individual state of development, is positively related to job satisfaction, and is helpful for sustainable development (Abbas et al., 2014; Shukla & Singh, 2013). A former study recommended that employees holding PsyCap might reduce the undesirable effect of WFC and hand over positive spillover to the receiver's domain, which can perceive positive synergies between work and life domains (Burić et al., 2023).

Optimism is a mental state that reflects the hope or belief that the results of a particular endeavour, or results in general, will be favourable and desirable. The ability to swiftly return to a pre-crisis state or manage a crisis on an emotional or mental level is known as psychological resilience. The belief that one can perform the necessary steps to accomplish specific performance goals is known as self-efficacy (Okechukwu et al., 2023). Confidence in one's capacity to regulate one's own motivation, conduct, and social surroundings is reflected in self-efficacy. Optimistic sentiments regarding the near or distant future are the hallmarks of the emotion of hope. Psychological capital (PsyCap) has emerged as a significant moderating variable in studies exploring the association between WFC and WLB. Recent research highlights how PsyCap can buffer the negative effect of WFC by leveraging personal resources like resilience, optimism, and self-efficacy to mitigate stress and improve balance (Luthans et al., 2020). The Conservation of Resources (COR) theory supports this, suggesting that persons with higher levels of PsyCap can manage resource depletion caused by conflicting demands, thereby

maintaining a more favourable work-life balance (Hobfoll, 1989). In the Pakistani context, where traditional gender roles and extended family responsibilities often amplify work-family tensions, PsyCap plays a critical role in helping employees navigate these challenges effectively (Ali et al., 2023). Despite its relevance, there remains limited empirical evidence on how PsyCap moderates this relationship in Pakistan, creating an opportunity for further research to explore its full potential in enhancing employee well-being and organizational outcomes.

H: Psychological capital moderates the nexus between WFC and work-life balance.

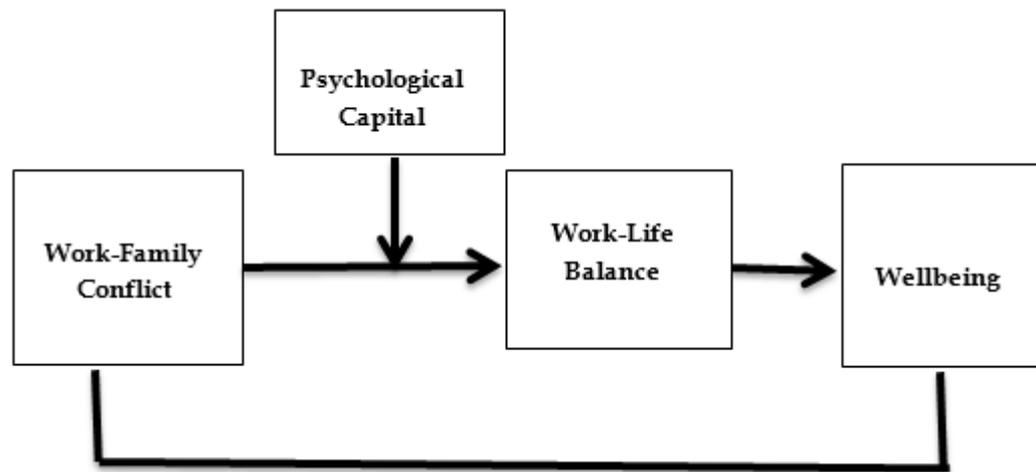**H2: Psychological capital moderates the mediating effect of WLB on the connection between WFC and EWB.**

Figure 1: Theoretical model of WFC and EWB

Material and Methods

Study Design

Through a questionnaire, this study collected primary data on independent, mediating, moderating, and dependent variables, and six demographic variables from the employees working in the services industries of Punjab, Pakistan.

Measurements

Primary data were collected through a questionnaire design on a five-point Likert scale, with options from strongly disagree to agree strongly. Each option has been assigned a scale. The scale of the following researchers was used to measure the different variables.

Work and family predictors

WFC has been measured on a point Likert scale consisting of time, strain, and behavior recommended by (D. et al., 2000)

Work-life balance

WFB has been assessed using the four-item scale recommended by (Brough et al., 2009). The respondent responded on a five-point Likert scale.

Employee wellbeing

Well-being has been proposed as the dependent variable, which comprises physical well-being, spiritual well-being, emotional well-being, social well-being, intellectual well-being, occupational well-being, and financial well-being. The 60-item scale has been used to measure the well-being of the employees (Qaisar et al., 2015). The following researchers, Botha (2007), Goss (2011), Jang (2009), and Joo (1998), have validated the well-being scale

Psychological capital

The 12-item scale adapted from Luthans et al. (2007) measured PsyCap. The participants responded on a five-point Likert scale.

Results and Discussion

Confirmatory factor analysis

To assess model fitness, we employed chi-square ($\chi2/pdf$) 3.0, standardised root mean square residuals (SRMR) 0.10, root mean square error of approximation (RMSEA) 0.08, and comparative fit index (CFI) 0.90" (Williams et al., 2009). With $\chi2/pdf$ = 2.79, CFI = 0.93, SRMR = 0.077, and RMSEA = 0.071, the model was well-fitting. We used the criteria recommended by Hair et al. (2019), which are displayed in Table 1, for loading (i.e., 0.50), composite reliability (i.e., 0.60), and average variance extracted (i.e., 0.50). Each item shows loading more than fifty.

Descriptive statistics and correlation coefficient

Standard deviations, correlation coefficients, means, tolerance values, skewness, kurtosis, and reliabilities are among the descriptive statistics shown in Table 1. Data were collected from telecom employees in Punjab, Pakistan, with 61% male participants, an average age of 34.27 years (SD = 1.17), 3.41 years of company tenure (SD = 1.28), and 7.36 years of total work experience (SD = 2.04). Most participants (67.3%) held graduate degrees. WFC showed significant negative correlations with EWB (r = -0.452, p < 0.01), WLB (r = -0.457, p < 0.01), and PsyCap (r = -0.145, p < 0.01), with no collinearity (all correlations < 0.85; Tabachnick & Fidell, 2019).

Reliability analysis yielded acceptable Cronbach's Alpha values: work-family conflict (α = 0.90), employee well-being (α = 0.89), work-life balance (α = 0.84), and PsyCap (α = 0.91). Skewness and kurtosis values fell within ±1 and ±3, respectively, and tolerance values exceeded 0.1, indicating robust measurement properties (Nunnally & Bernstein, 1994; Hair et al., 2019).

Table 1
Descriptive statistics

Descriptions	Mean	SD	1	2	3	4
WFC	3.76	.83	(.88)			
WLB	2.93	.87	-.457**	(.84)		
PsyCap	2.97	.86	-.145**	.239**	(.87)	
EWB	3.17	.79	-.452**	.627**	.247**	(.86)
Skewness	± 1	----	-.718	.301	.287	.115
Kurtosis	± 3	----	-.889	-1.29	-1.31	-1.59
Tolerance	>0.1	----	.264	.426	.432	.387
AVE	0.50	----	.54	.56	.51	.50
CR	0.60	----	.89	.85	.88	.86

Note. N=447, Correlation significant *P < 0.05 level. **P <0.01 level.   (WFC, WLB, PsyCap= Psychological Capital, EWB

Hypotheses Testing

Regression analysis

Regression analysis results (Table 2) show that work-family conflicts negatively impact employee well-being (ß = -0.429, R² = 0.20, p < 0.001) and WLB (ß = -0.476, R² = 0.21, p < 0.001). Additionally, work-life balance positively influences employee well-being. These findings confirm the study's hypotheses.

Table 2
Regression Analysis

Sr. No.	Variables	ß	R²	T	P
1	H:1 WFC → EWB	-.429***	0.2	-10.7	.000
2	H:2 WFC → WLB	-.476***	0.21	-10.83	.000
3	H:3 WLB → EWB	-0.484***	0.057	13.17	0.001

Mediation analysis

Using Hayes' (2012) bootstrapping method (Table 3), mediation analysis showed that work-family conflicts considerably negatively impacted employee well-being (b = -0.428, t = -10.70, p = 0.001). Work-family conflicts also significantly influenced work-life balance (mediator) (b = -0.465, t = -10.83, p = 0.001). Additionally, WLB was significantly associated with employee well-being (b = 0.484, t = 13.17, p = 0.001). When WLB was included as a mediator, the direct effect of WFC on EWB remained significant (b = -0.198, t = -5.19, p = 0.001). The indirect impact was confirmed as substantial since the confidence intervals did not include zero (LLCI = -0.2924, ULCI = -0.1805). These results suggest that work-life balance partially mediates the connection between work-family conflicts and employee well-being.

Table 3
Mediation analysis

Path	Effect	SE	95%LLCI	95%ULCI
H4a: WFC → WLB → EWB	-0.2303	0.0289	-0.2924	-0.1805

Indirect effect's Bootstrap results
The Mediating Role of WLB
Note: N = 447. Unstandardised regression coefficients. Bootstrap sample size (5000).
Lower limit = LL, confidence interval (CI) 95%, upper limit = UL. Path=1--IV→DV,
Path=2-- IV→MV, Path=3-- MV→DV, Path=4-- IV→MV→D
(P<.05*, P<.01**, P<.001*** significant level. PsyCap = Psychological Capital)

Moderation analysis direct effect

The findings in Table 4 confirm that PsyCap moderates the nexus between WFC and EWB. The interaction term is significant (p < 0.001, ß = 0.207, R² = 0.263, ΔR² = 0.025), indicating that PsyCap positively influences this link. As illustrated in Figure 2, PsyCap strengthens the association by mitigating the negative effects of WFC on EWB (ΔR² = 0.025).

Table 4
The moderating role of PsyCap

Interaction Terms	ß	SE	T	P	95%LLCI	95%ULCI

H:8 WFC*PsyCap	.207**	0.053	3.89	.000	.1026	.3115
Conditional direct effects of WFC on EWB at values of the moderator (i.e., WFC* PsyCap)		**Effect**	**SE**	**LLCI**	**ULCI**
		-1SD	-.5725**	0.0584	-0.6873	-0.4577
		M	-.4172**	0.0392	-0.4943	-0.3401
		+1SD	-.1929**	0.0667	-0.324	-0.0618

Note: N = 423. Unstandardized regression coefficients are reported. Bootstrap sample size (5000);

lower limit= LL; confidence interval (CI) 95%, upper limit (UL). P < 0.05*, P<.01**, P < 0.001*** (WFC, WLB, PsyCap, EWB)
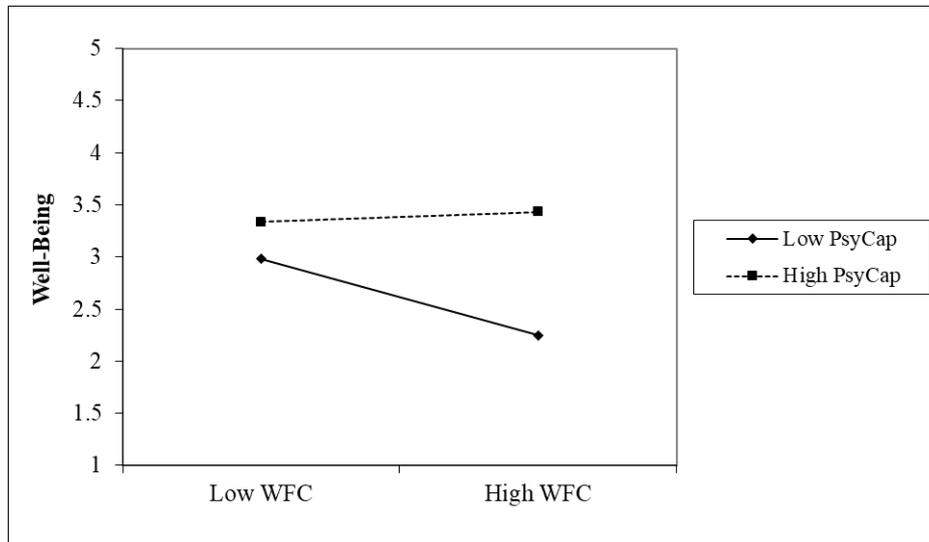

Figure 2. Interactive effect of Work-Family Conflicts and PsyCap on Well-Being.

Moderation indirect effect

The hypothesis that PsyCap moderates the nexus between WFC and EWB through the mediator (WLB) is strongly supported by our study's findings, as shown in Table 5. The interaction terms yielded significant results (ß = 0.319, t = 5.57, df2 = 443, R^2 = 0.28, ΔR^2 = 0.049, p < 0.001). Specifically, WFC significantly affect employee WLB (ß = -1.37, t = -8.01, p = 0.001), while WLB positively influences EWB (ß = 0.484, t = 13.17, p = 0.001). Additionally, WFC hurt EWB (ß = -0.195, t = -5.19, p = 0.001). Figure 3 illustrates the significant positive impact of PsyCap (ΔR^2 = 0.049) in strengthening the relationship between WFC and employee WLB.

Table 5
The Moderating Role of PsyCap

Interaction Terms	ß	SE	T	P	95%LLCI	95%ULCI
H:8 WFC*PsyCap via WLB	.319**	0.057	5.57	.000	0.2068	0.4322
Conditional indirect effects of WFC on EWB (i.e., WFC->WLB->EWB)		**(WFC via WLB**	**Effect**	**SE**	**LLCI**	**ULCI**
		-1SD	-0.3438	0.038	-0.4268	-0.2757
		M	-0.2277	0.027	-0.2861	-0.1801
		+1SD	-0.0601	0.0322	-0.1246	0.0025

Note: N = 423. Unstandardized regression coefficients are reported. Bootstrap sample size (5000);

lower limit= LL; confidence interval (CI) 95%, upper limit (UL). P < 0.05*, P<.01**, P < 0.001***

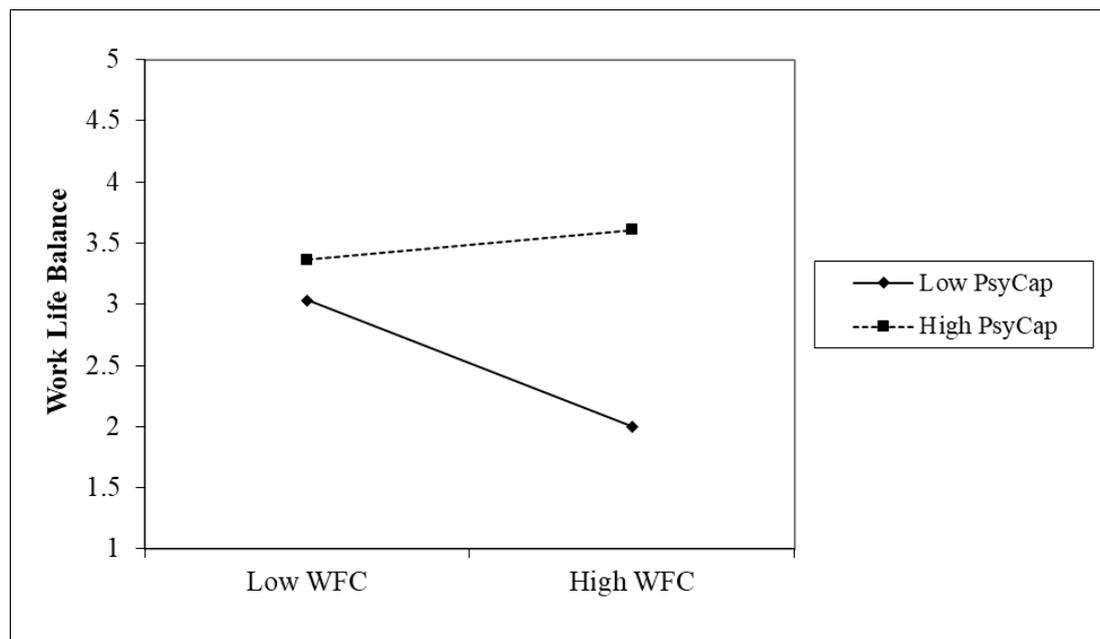(WFC= Work-Family Conflicts, ELB= Employee Work-Life Balance, PsyCap= Psychological Capital, EWB= Employee Well-Being)

Figure 3. Interactive effect of Work-Family Conflicts and PsyCap on Work-Life Balance**.**

Discussions

The connection between WFC and EWB has been a significant focus of organizational behaviour research. WFC, defined as the conflict between WF roles, creates time-based, strain-base and behaviour-based conflicts that can negatively affect employees' well-being (Greenhaus & Beutell, 1985). Past studies have consistently shown that higher levels of WFC lead to lower levels of personal, physical, and emotional well-being as employees struggle to balance competing demands (Allen et al., 2000). In particular, the research emphasizes that unresolved work-family tensions can lead to job burnout, stress, and dissatisfaction, ultimately hindering employees' holistic well-being (Michel et al., 2011). This research explores these dynamics in the Pakistani context, where family and social structures play a central role in shaping individuals' WFC experiences and overall well-being.

Psychological Capital (PsyCap)**,** comprised of Self-Efficacy, Optimism, Hope, and Resilience**,** is posited as a key moderating variable in the proposed model. PsyCap, as defined by Luthans et al. (2007), is a personal resource that enhances an individual's ability to handle stressors, such as WFC, by drawing on internal strengths. Prior studies have demonstrated that higher levels of PsyCap enable employees to maintain a positive mindset, manage work and family demands more effectively, and experience less conflict (Avey et al., 2010). In this study, PsyCap is expected to mitigate the adverse impact of WFC on WLB and EWB. Specifically, employees with higher levels of hope and resilience may be better equipped to alleviate the stress of WFC, maintaining a balance between their work and family roles and supporting their well-being. The moderating role of PsyCap is especially relevant in the Pakistani context, where resilience and social support are often seen as critical for coping with stress (Abbasi et al., 2022).

Work-life balance (WLB), acting as a mediating variable, is crucial to understanding how WFC affects EWB**.** WLB represents the extent to which individuals can manage both work and family demands in a way that promotes harmony between these roles. Past research has demonstrated that WFC reduces WLB, leading to adverse

outcomes for wellbeing, including physical and emotional exhaustion (Kalliath & Brough, 2008). However, when employees can maintain a good balance between their work and family lives, they are more likely to experience enhanced well-being across multiple dimensions, such as personal, social, and financial well-being (Beauregard & Henry, 2009). In the Pakistani context, where family obligations are often deeply embedded in cultural norms, maintaining WLB can be particularly challenging yet critical for sustaining well-being. This study aims to explore the mediating effect of WLB on the relationship between WFC and Employee well-being, contributing to the limited literature on this topic in non-Western settings (Soomro et al., 2018).

This study is framed by the conservation of resources (COR) theory (Hobfoll, 1989), which suggests that individuals should endeavor to acquire, save, and protect their resources, such as time, energy, and psychological capital. When these resources are threatened or depleted, as in the case of WFC, individuals experience stress, which can negatively affect their well-being. Moreover, PsyCap as a moderator is aligned with COR theory, as PsyCap represents a valuable psychological resource that employees can draw upon to prevent or recover from resource loss caused by WFC (Hobfoll et al., 2018). By examining how PsyCap influences the relationship between WFC and well-being through WLB, The purpose of this study is to fill a gap in the literature, particularly in understanding how personal psychological resources interact with work-family dynamics in collectivist cultures like Pakistan.

Conclusion

This study contributes to understanding how WFC, psychological capital, and WLB influence employee well-being within the COR theory framework. The findings suggest that WFC negatively impacts employee well-being, which can be mitigated by high levels of PsyCap and improved WLB. The study emphasizes the importance of organizations actively supporting work-life balance and psychological resource development to enhance employee well-being. In a collectivist culture like Pakistan, where familial responsibilities are particularly salient, these strategies are even more crucial to maintaining a productive and engaged workforce.

Theoretical Contributions

This research adds to the body of literature by developing the theoretical comprehension of the interaction between WFC, Psychological Capital (PsyCap), Work-Life Balance (WLB), and Employee well-being through the lens of COR theory and extends theoretical knowledge in several ways: First, the research adds to the growing work on **WFC** by offering a comprehensive examination of its dimensions—time-based**,** strain-based**,** and behavior-based—and their collective impact on Employee well-being**.** While previous studies have explored the relationship between WFC and general well-being (Greenhaus & Beutell, 1985), this study contributes by breaking down EWB into nine specific dimensions (personal, intellectual, spiritual, physical, social, occupational, financial, emotional, and environmental), providing a more nuanced understanding of how WFC impacts various facets of an employee's life. This approach aligns with the shift in well-being research towards a more holistic view (Keyes, 2007).

Second, this study introduces Psychological Capital (PsyCap**)** as a moderating variable in the connection between WFC, WLB, and well-being. While PsyCap, encompassing resilience, self-efficacy, hope, and optimism has been established as a critical personal resource in the workplace (Luthans et al., 2007), its role in mitigating the adverse effects of WFC on employee outcomes still needs to be explored. Theoretical

models of WFC need to sufficiently consider how individual psychological resources can buffer the negative consequences of work-family tensions. By applying PsyCap as a moderator, this research advances COR theory by emphasizing the role of personal psychological resources in protecting employees from the resource losses associated with WFC. PsyCap, as a resilience factor, helps employees replenish or conserve their resources (Hobfoll et al., 2018), thus enhancing WLB and supporting well-being.

Third, this study enriches understanding of Work-Life Balance (WLB) as a mediating variable**.** Theoretical discussions of WLB have often focused on its role as an outcome of WFC, but this study positions WLB as a critical link between WFC and wellbeing. By investigating the mediating effect of WLB, the research highlights how maintaining a balance between work and family domains serves as a pathway through which employees can protect or enhance their well-being, even in the presence of conflict. This mediation aligns with COR theory, as individuals with better WLB can preserve their personal and social resources more effectively, reducing the depletion of resources that WFC typically causes (Hobfoll, 1989). Thus, the study provides a fresh theoretical contribution by proposing WLB as a critical resource that employees use to navigate the challenges of WFC.

Additionally, by grounding the study in the Pakistani context, the research addresses a gap in existing theories, which are predominantly developed in Western cultures. In collectivist societies like Pakistan, where family obligations are often prioritized, WFC, WLB, and well-being dynamics may differ significantly from individualistic cultures (Soomro et al., 2018). The study enhances the theoretical generalizability of COR theory by testing it in a new cultural setting, which adds cultural sensitivity to its application. Moreover, spiritual and social well-being, essential in Pakistani and other collectivist cultures, aligns with the broader conceptualization of well-being in non-Western settings (Kinali & Yildirim, 2022). This study, therefore, contributes to a more culturally relevant understanding of WFC, WLB, and wellbeing.

Finally, this study contributes to the COR theory by testing its core premise—resource conservation and recovery—within a comprehensive model that incorporates both individual (PsyCap) and relational (WLB) resources. COR theory posits that individuals strive to conserve and avoid resource depletion (Hobfoll, 1989). This study supports and extends the theory by demonstrating how psychological resources (PsyCap) can help employees buffer against the resource losses caused by WFC. At the same time, WLB acts as a relational resource that helps sustain employee wellbeing. This dual-resource model—where individual and relational resources work together—enhances COR theory's explanatory power in understanding how employees manage work-family dynamics.

Practical Contributions

This study offers several practical contributions to organizations and practitioners by focusing on the relationships between WFC**,** Psychological Capital (PsyCap)**,** WLB**,** and EWB under the frame work of Conservation of Resources (COR) theory**.** First, the study highlights the importance of addressing Work-Family Conflict (WFC) in organizational settings, especially considering its impact on various dimensions of employee well-being—personal, physical, emotional, social, and others. Practitioners can use these insights to develop policies and interventions to reduce WFC (Misfin et al., 2024). For example, flexible work arrangements, such as telecommuting, flexible hours, and job-sharing, can reduce time-based conflict, allowing employees to better manage their family and work obligations (Yang et al., 2024). Reducing strain-

based conflict might involve providing mental health support, workload management, and stress-relief programs to prevent burnout and stress accumulation. Recognizing behavioral conflicts could lead to training employees on boundary management between work and home roles. These strategies can help retain talent, improve job satisfaction, and foster a healthier workforce.

Second, the role of Psychological Capital (PsyCap) as a moderating variable underscores the importance of building employees' hope, self-efficacy, optimism, and resilience (Luthans, 2007)**.** Organizations can invest in training programs that foster these positive psychological traits. For example, resilience training, coaching, and leadership development programs can improve employees' ability to cope with challenges at work and home. PsyCap-enhancing initiatives can act as a buffer against the adverse effects of WFC by helping employees better manage stress and adversity. This is particularly relevant in highly stressful industries, where employees often face competing demands from their professional and personal lives. By focusing on developing PsyCap, organizations can create a more resilient workforce that can handle WFC without negatively impacting their well-being.

Third, WLB mediates between WFC and EWB. This highlights the practical need for organizations to support work-life balance initiatives as part of their well-being strategies. WLB policies are particularly crucial for organizations in Pakistan, where collectivist values and substantial familial obligations may intensify the experience of WFC. To promote WLB, organizations should adopt family-friendly policies such as paid parental leave, childcare support, and flexible work schedules that cater to the needs of employees with caregiving responsibilities. Such interventions can help balance work and family, leading to better employee outcomes such as reduced absenteeism, higher engagement, and improved overall well-being.

Fourth, this research provides a culturally sensitive approach to WFC management in the Pakistani context. In Pakistan's collectivist culture, family responsibilities often take precedence over work, and extended family systems place additional demands on employees. Organizations operating in this context must recognize these cultural dynamics and offer tailored support to help employees manage family expectations alongside work. For example, organizations might introduce culturally appropriate work-life balance programs that address family obligations, such as supporting employees with caregiving duties or offering religious and social flexibility in the workplace. This approach can enhance employee loyalty and engagement, as workers feel supported in balancing their cultural and family responsibilities.

Furthermore, organizations can use the study's findings to design well-being programs addressing physical, emotional, spiritual, and social well-being**.** This holistic approach to wellbeing aligns with the nine dimensions identified in this study and addresses the growing need for employers to support the full spectrum of employee wellness. For example, promoting emotional and mental health through counselling services, mindfulness training, and peer support groups can improve employee satisfaction and performance (Burić et al., 2023). Additionally, addressing financial well-being through financial literacy programs and occupational well-being through career development initiatives can create a more supportive and resource-rich environment for employees.

Finally, this study's practical contribution lies in its strategic implications for HR managers and policymakers. By integrating COR theory with these variables, the study suggests that organizations should not only focus on reducing resource depletion (i.e.,

minimizing WFC) but also actively work to build and replenish employee resources, such as PsyCap and WLB (Burić et al., 2023). This resource-based approach can lead to a more sustainable and engaged workforce, where employees are equipped to manage stressors while maintaining high levels of well-being. Organizations that invest in such resource-building strategies will likely see improvements in performance, reduced turnover, and increased job satisfaction.

Recommendations

Based on the findings, organizations should develop comprehensive policies to reduce WFC through flexible working arrangements and family-friendly policies. Additionally, training programs that foster psychological capital—particularly hope, resilience, and self-efficacy—can be integrated into employee development initiatives to buffer the adverse effects of WFC. Organizations should also prioritize work-life balance as a critical component of their well-being programs by offering support mechanisms such as wellness resources, mental health services, and structured time-off policies (Faiz, 2015). Leaders should cultivate an organizational culture that supports these initiatives, ensuring alignment between employee well-being and organizational goals.

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