

Work-Family Conflict, Emotional Exhaustion, And Supervisor Support: Effects On Employee Performance

Asim Mubashir¹, Dr. Kaenat Malik², Dr. Sadiya Arif³,
Raja Rub Nawaz⁴, Dr. Syeda Quratulain Kazmi⁵

¹College of Management Sciences, Karachi Institute
of Economics and Technology

Email: mubashirasim12@gmail.com

²Management Sciences, Bahria University Karachi Campus.

³Management Sciences, Capital University
of Science and Technology

Email: sadiyaarif@hotmail.com

⁴Karachi University Business School,
University of Karachi

Email: rajarubnawaz.kubs@gmail.com

⁵College of Management Sciences, Karachi Institute
of Economics and Technology

Email: syeda.kazmi44@gmail.com

ABSTRACT

This study endeavors to bridge a critical research gap by elucidating the ramifications of work-family conflict and its influence on various factors, notably employee performance. In addition to assessing the impacts of perceived supervisor support and emotional exhaustion, our research delves into the intricate association between employee performance and work-family conflict. The study involved 220 participants from the service sector who completed a questionnaire, with data analysis carried out using SmartPLS Version 4. Our data analysis reveals a negative correlation between work-family conflict and employee performance, while employee emotional exhaustion exhibits a positive association with both of these variables. Significantly, the relationship between work-family conflict and employee performance is found to

be moderated by perceived supervisor support. It's worth noting that the measurement of work-family conflict was based on employee responses from a general population within the service industry, which, by its nature, made it challenging to pinpoint specific occupational details. This study underscores the importance of fostering constructive relationships with employees, as positive perceived supervisor support is shown to precede favorable employee relations and enhanced employee performance. The study's distinctive contribution lies in its exploration of the mediating and moderating roles played by emotional exhaustion and perceived supervisor support in elucidating the intricate link between work-family conflict and employee performance.

Keywords: Work-Family Conflict, Emotional Exhaustion, Employee Performance, Perceived Supervisor Support.

Introduction

The difficulties confronting workers in today's day and age are recurring with difficulties as a result of the increasing complexities of job duties as well as the interfaces between work and family. (Liao et al., 2019). Throughout the years, a common trend has been observed, it is well-established that the permeability between private and professional responsibilities causes work-family conflict (Cerrato & Cifre, 2018). Likewise, they may face more work-family conflict than ever before for employees (Pluut et al., 2018). The term WFC alludes to how an employee perceives stress resulting from hardships between work and family concerns which can arise in either of two ways: either work interferes with family (WFC) or family interferes with work (FIW) (French et al., 2018). It is said that work policies and regulations are the core influencers for familial affairs, not the other way around. However, according to the preliminary organizational research results, it has been proven to be a reciprocal phenomenon. When a person witnesses incompatible pressures from work and household responsibilities, participation in both roles becomes much more difficult. This

said imbalance is what creates a dispute, just as Poggesi states that individuals face increased role conflict as the role demands increase. Work-family conflict (WFC), previously known as "a form of inter-role conflict," fits within this structure, and stands out. This circumstance is almost an umbrella term that covers every individual with different situations such as working couples, working women, and working men, likewise, "Academic interest in WFC has significantly increased. Today, more couples than ever before are in dual-earner relationships. It thus implies that besides the fact that both partners have work commitments, they additionally have family duties at home, making it more difficult to balance their job life and household life." (Poggesi et al., 2019). Likewise, previous studies reveal that on the basis of the arguments of (Greenhaus & Beutell, 1985), women are more likely than men to experience work-family conflicts because they are more responsible at home and place a higher value on family responsibilities, Researchers should therefore concentrate on men as much as they do on women, and this gap can be used as a building block for future research, as it was recently discovered that men and women do not differ on their level of work-family conflict (Mumu et al., 2021). Although there are organizations that provide family-friendly policies which create a healthy balance between the two, the research emphasizes that when personnel must fulfill multiple demands, they might very well experience both potential as well as actual psychological and behavioral loss of resources. (Liao et al., 2019). This study aims to determine the impact of how an individual fails to fulfill their duties, whether at work or home and how this impacts their well-being and performance as well as the morale of the employee to keep his/her determination towards the organizational goals. Work-family conflict arises when obligations and experiences at work conflict with personal obligations. (Chan & Ao, 2019). There is always a gap in studies where they do not focus on burnout\emotional exhaustion as a topic, as supported by Mumu et al (2021) that motivation and burnout's effects seem to be the central themes which have been recognized for their promise for future research. While debating what factors affect employee

performance, it is significant to establish the other factors that impact the link between the dependent variable (WFC) and dependent variable (EP), nonetheless, it has been argued by Zhang et al (2020) that, a form of resource that can assist people in coping with WF issues is PSS. There may be a less significant impact on subjective wellbeing and job happiness by WFC on an individual if they have more perceived supervisor support because the positive impact of resource loss caused by WFC will be offset by the positive impact of resource gain from PSS, so in this research, we will be looking at Perceived Supervisor Support through the lens of a moderator.

Memon et al. (2016) suggested that this subject is becoming highly significant for developing nations like India, Pakistan, and Sri Lanka. Given the cultural differences and divergent views on family life, it is still uncertain whether the conclusions from the majority of studies to date can be applied to South Asian nations. This topic contributes to the research for better employee commitment and performance through ample familial support and continues to find out why its relationship is the way it is.

The common phenomenon of employees wanting to establish the means and motivation to catch up to their respective roles in accordance with their jobs and families has been observed for decades. Despite that, this affair has still been lingering as it was in the beginning. In today's era of advancement, work-family conflict still exasperates the life of an average employee in businesses. Obrenovic et al. (2020) suggest that with access to new technology and different work assignments, we have come to an age where there is a diverse plethora of observable competition, which one could challenge oneself with and contribute towards, one of which is many roles must be balanced by employees to sustain maximum output. Moreover, in today's world, a lot of primitive and emergent issues have been dealt with, with the aid of modern technology and newer expertise, nonetheless, employee satisfaction and performance are still compromised by the difficulty of having to strike an equilibrium between these roles in work and family along with other factors

involved. Consequently, the objectives of this analysis are to evaluate the consequences of WFC on employee exhaustion and employee performance, to gain insight into whether the duty of perceived supervisor support is moderating work-family conflict, emotional exhaustion, and employee performance, and to explore the effects and impact of emotional exhaustion on employee performance. With this connection, this study will answer what is the impact of work-family conflict on employee exhaustion and employee performance, whether is there any moderating impact of perceived supervisor support on the link between employee exhaustion and staff performance with WFC? and what its impact of emotional exhaustion on employee performance? Such research offers a closer look into the natural aftermath of an individual, who experiences challenges, ranging from balancing work from home to having an overwhelming amount of stress and emotional exhaustion where they start to witness a diminishing pattern in their work cycle and ultimately, lowering their performance at work. Despite the efforts of previous research, this study aims to dive into the mind of an employee and dissect their state through their lens to understand more about the starting point of where it goes wrong and how can it be better. Moreover, the factor of perceived supervisor support creates a vital link towards to behaviors of working employees, how it affects the morale and determination of an employee against work-family conflict is what is aimed at in this research.

Several reasons make employees' performance evaluation result in positives and negatives. However, one circumstance that has little findings of itself is the effect of the conflict that arises after a role imbalance on either work or family roles, how and why there is a void in this relationship where exhaustion and perceived supervisor support exist and play a role of its own. In the study conducted by Hassan et al (2010b), Work-family conflict (WFC), which already initiates a substantial impact on society, organizations, families, and individuals, has received the majority of attention. Given that a great deal of studies have come from Western developed countries, it is not shocking that its research on this subject is

influenced by Western perspectives, such as nations like the US, UK, and Canada. As a result, the question of whether Western assumptions and findings hold in Eastern culture arises. (Hassan et al., 2010b). Furthermore, likely, the contrasts between individuality and collectivism, masculinity and femininity, uncertainty avoidance, and power distance would affect the frequency of WFC encounters as well as their origins and effects (Aycan, 2008). (Yang et al., 2000) discovered that job intervention with personal lives was more affected by family demand than other factors (WIF) in the USA than in China, while work demand had a larger effect on both, potentially because of cultural variations in the two ideologies. The experiences of WFCs in diverse nations may be significantly and critically impacted by these variables. According to (Hassan et al., 2010b), Despite the fact that not many reports have come from Islamic countries (Karimi, 2008), faith has an impact on adherent's attitudes and actions (Parboteeah et al., 2009), therefore it might be applicable to what WFC has gone through. Pakistan, being the country of the Islamic Republic, falls into the same category. The growth of the economy fluctuates or differs between Eastern cultures, despite the fact that they may share certain cultural traits (such as collectivism and traditional gender role ideologies). Such a difference might have an impact on national social policies relating to work-family balance, which in turn might have an impact on the amounts of WFC experienced. For instance, Malaysia, with a gross National Income of US 6,420 and Singapore with US 32,340 (World Bank, 2007) are neighboring nations, Surprisingly, Malaysia scored higher on the humane component while Singapore, like other Western developed countries, raises its children to be independent while Malaysia expects children to be obedient (Javidan and House, 2001). These cultural differences have a significant role in the variation between western countries' experiences of WFC than in eastern countries, the factor of individualism is at an all-time high in western countries such as America. This phenomenon restricts the idea of family being comfortable enough to interfere between a person's work life and household duties. (Hassan et al., 2010b).

There is very little research that has looked at how family influences work dedication and behaviors. The impact of families has been largely disregarded by academic researchers. Instead, to predict job morale, performance, and commitment, management studies have largely focused on employment and economic aspects (Orthner & Pittman, 1986). As a result, few people managers are aware of potential contributions made by families to the workplace. This was proved by a recent national study, which found that 62% of working adults thought their families played a significant role in choosing their work schedules. In that same study, only 16% of the personnel managers believed that workers took their families into account when deciding on work schedules (Orthner & Pittman, 1986). Several studies have suggested that families may have an impact on work attitudes. Furthermore, Alsam et al., (2013) discovered that WFC has a positive impact on turnover intentions, and their findings are consistent with previous research. Employees who are victims of WFC are more likely to leave the organization, so whenever an employee engages in a conflict with his or her work family, he or she is more likely to leave. Previous studies have shown that work and family issues cause psychological and physical problems. In Australia, a study found that the majority of working people remain single because they are unable to balance work and family obligations (Alsam et al., 2013).

Literature Review

Theoretical Background

The Conservation of Resources (COR) theory, initially proposed by Hobfoll, (1989) , provides a robust theoretical foundation for understanding the dynamics between work-family conflict, employee performance, and the potential moderating role of perceived supervisor support. According to COR theory, individuals strive to acquire and preserve valuable resources such as time, energy, and social support. These resources are crucial for their well-being, as well as for achieving optimal performance in both their professional and personal domains.

Work-family conflict can be viewed as a process of resource depletion. When individuals face competing demands from work and family roles, they may experience a strain on their resources, leading to emotional exhaustion and diminished performance. Emotional exhaustion, in the context of COR theory, represents the depletion of emotional resources, which can further exacerbate the impact of work-family conflict on overall performance. Perceived supervisor support is integral to COR theory as a potential resource gain. When employees perceive support from their supervisors, they are likely to experience a resource gain in the form of emotional and instrumental support, which can act as a buffer against resource depletion caused by work-family conflict. Therefore, it is hypothesized that perceived supervisor support moderates the relationship between work-family conflict and employee performance, with higher levels of support mitigating the negative effects of work-family conflict. This study aims to empirically test these relationships within the framework of COR theory, shedding light on the intricate interplay between work-family conflict, emotional exhaustion, perceived supervisor support, and employee performance. The hypothesis is that, in the presence of strong perceived supervisor support, the negative impact of work-family conflict on employee performance will be attenuated, emphasizing the importance of this moderating role in enhancing employee well-being and performance outcomes.

Operating Definitions

Employee Performance

Liao et al (2019) Reiterate that workplace adaptabilities, such as hours that are flexible, adaptable workplaces, and scheduling flexibility, are massive negative indicators of WFC, whereas role overload from the domains of work and family is a major beneficial predictor of WFC. Work Engagement: A Handbook of Essential Theory and Research - Google Books, (n.d.) contend that several reasons, including commitment, can contribute to better performance. Moreover, Soomro et al (2018) emphasize that problems affecting all sectors in Pakistan which include crippling economic circumstances,

untenable economic policies, a deleterious payment balance, higher inflation rates, climatic catastrophes (floods and earthquakes), terrorist attacks, and decreased rates of foreign investment have all put tremendous strain on workers in Pakistan. As a byproduct, employees must work hard, often continuing to work extra shifts, to fulfill their financial responsibilities, and the result is commonly a lack of balance between their personal and professional lives. Furthermore, the said phenomenon poses a higher threat to younger workers in Pakistan in general, and to fairly young institution faculty in the initial stages of their career paths in particular, because they are at a disadvantage of not being similarly established in their occupations as their older peers.

Work-family conflict

Soomro et al (2018) described that when a person devotes greater amounts of time to working, it can become stressful because it interferes with their ability to meet their family's needs. Correspondingly, "work and family roles are inversely related to one another providing greater attention on a single position effect in quarrels to the alternate position, which may be extremely exhausting for a single person racing amongst multiple tasks and duties and recalibrating routines to manage oppositional requirements and the circumstance is one where a staff is likely to discover it hard to figure out a satisfactory work-to-family balance". The research further contends that inter-role conflict is a subtype of role conflict in which participation in multiple roles results in sets of competing demands. When there is an inter-role conflict, the role constraints of belonging to one entity compete with the role pressures of belonging to other groups. (Soomro et al., 2018), The researcher added that expectations from one's wife to concentrate on family affairs during the nighttime hours could clash with demands from role senders at work for extra or take-home work.

Work-family Conflict and Employee Performance

Cerrato & Cifre (2018) suggest that WFC not only has a detrimental effect on household happiness and dispute rates,

but it also has a negative effect on productivity as well as work satisfaction in the company as a whole. Presently that we have a better understanding of these two factors on their own respective notes, what is the source of the strain that leads to a person's job duties being incompatible? Employee performance may be enhanced in a company by adopting a number of steps, including increasing job satisfaction (JS) and fostering a pleasant work atmosphere by handling employee disagreements. (Zain et al., 2019). The research also highlights that employees struggle to maintain equilibrium among their families and professions because one regime often takes precedence over the other. In his results, the research study of Liao et al (2019) expressed their conviction that WFC does have a detrimental impact on employees' performance at both their jobs and their homes. Additionally, he noted that employees experiencing WFC might exhaust their means, leaving them with insufficient funds to fulfill their employment and familial responsibilities, which would lower their output in both areas.

H1: Work-Family Conflict has a negative relationship with Employee Performance

Work-Family Conflict and Emotional Exhaustion

Since emotional exhaustion is regarded also as the main cause of burnout and has grown into an organizational reality for several personnel, curiosity about it has greatly risen over the years. (Pluut et al., 2018). Therefore, it is crucial to monitor whether this particular kind of job stress can be used to categorize instances of work-family tension that appear frequently. Pluut et al (2018) also state that numerous within-individual research also demonstrated that emotional exhaustion fluctuates from day to day and is forecasted by different amounts of daily tasks. As a result, a rise in regular workload acts as a source of stress, leaving workers feeling fatigued at the end of a long day. This could further contribute to the feeling of work-family conflict at households because tiredness would then make it difficult for workers to fully engage in family time.

H2: Work-family conflict has a positive relationship with Emotional Exhaustion.

Perceived Supervisor Support with Work-Family Conflict and Employee Performance

Research indicates that leaders influence the perceptions of the work–family conflict (Freire & Bettencourt, 2020), thereby influencing job satisfaction and staff welfare. An analysis by French et al. (2018) shows that social support is associated with less conflict between work and family-work–family conflict). Moreover, it stated that the results suggest that support from work may be more helpful for reducing work–family conflict than family support, particularly employee perceptions that their organization is supportive, French et al. (2018) also stated that support may be most important for reducing work-to-family conflict in collectivist or assertive cultures, or countries that have high unemployment rates; however, support may be universally helpful for reducing family-to-work conflict. Workers are more inclined to feel special and trust their managers when they believe they are offering this kind of assistance (Dirks & Ferrin, 2000). This gives the boss the opportunity to further establish themselves as the main guide or source of employee support (and possibly its inhibitor) in the minds and consciousness of their staff. Employees believe that their superintendent and the company share the very same perspective because they are aware that their superior will send his or her analysis of them to the firm's top management, according to Kuvaas & Dysvik (2010). Therefore, it is thought that PSS precedes organizational assistance. This view is supported by the findings that PSS is linked to temporal change in POS and that POS serves as a mediator among PSS and employee outcomes like turnover and affective organizational commitment (Maertz et al., 2007). Besides this, the study contends also that attitude of an employee's immediate direct supervisor towards them might very well affect how they view or encounter developmental routines. Supervisors also determine and mold the actuality of their employees (Smircich & Morgan, 1982).

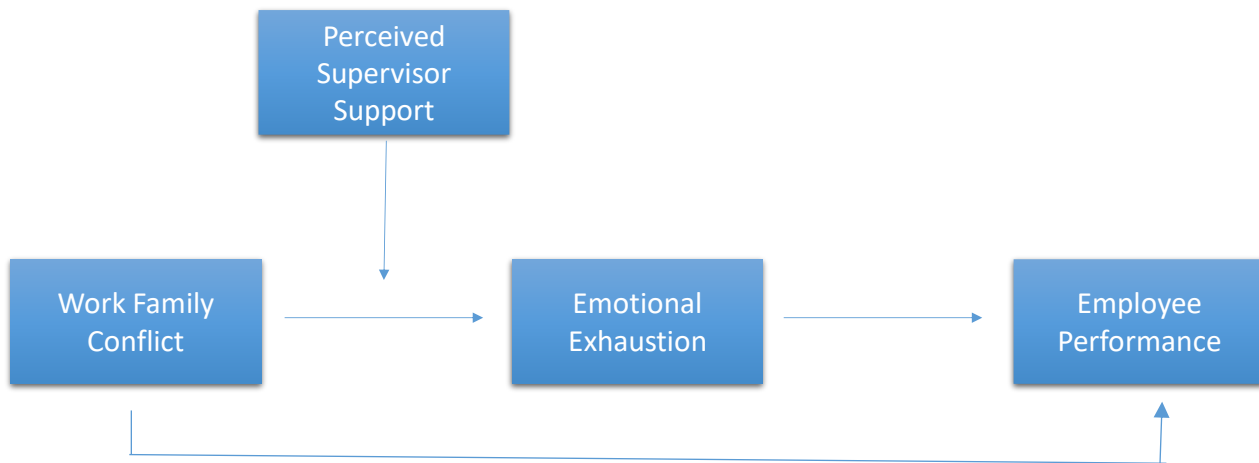
H3: Emotional Exhaustion has a mediating role between Work-Family Conflict and Employee Performance.

Perceived Supervisor Support and Emotional Exhaustion

(Zhang et al (2020) believe that "PSS, which is referred to as the perception that one's boss appreciates their efforts and is concerned about their well-being, could provide additional materials which might aid in helping them balance the pressures of his duties at work and at home. Once employees sense their supervisors are on their side at the workplace, they think they can also get help from them in a number of different situations." (Kossek et al., 2011). However, a supervisor should be viewed as the main source of social support when an employee faces WFC in the workplace because he or she has the power to help subordinates keep their present jobs and remain satisfied (Zhang et al., 2020). On the other hand, according to some research, a support network acts more as a precursor than as a moderator of WFC. Nevertheless, Zhang argues that PSS increases a person's mental resources and energy and helps them manage stressors; as an outcome, Zhang claims, individuals who get more encouragement from their managers may very well be better equipped to deal with the problems caused by WFC. Additionally, it was discovered that perceived supervisor support serves as a parameter on both direct and indirect ties between WFC as well as its negative impacts, making the links weaker at greater tiers of supervisory support (Zhang et al., 2020).

H4: Perceived Supervisor Support has a moderating role between Work-Family Conflict and Emotional Exhaustion.

Conceptual Framework



Methodology

Population and sampling

This study was focused on the general public of employees whose work ranged from consultancy, medicine, teaching, accounting, etc. This research also intends to be an additional aid to the already existing studies that have been compiled on Work-family conflict, To track the effects of the aforementioned variables on staff performance, a survey was developed and disseminated. The respective technique used for this research is the random sampling technique and the tool assessed employee performance, emotional exhaustion, work-family conflict, and perceived supervisor support. To determine how work-family conflict affects employee output. The participants were tasked with assessing each statement in relation to the numerous and varying statements that quantified the determinants on a five-point Likert scale, spanning from highly agreeing to highly disagreeing.

Measures and sampling

This research has solicited responses on a “Five Point Likert Scale” and also has an adopted questionnaire from past studies with a similar context to the current study. This study is comprised of 4 variables, Work-family conflict, Emotional Exhaustion, Perceived supervisor support, and Employee performance, it also has 36 indicators. Research relies on empirical data and facts, thus it is based on the research

philosophy of positivism, and therefore this study can be scientifically verified and is capable of providing logical proof.

Response Rate and Common Method Bias

Low response rate and common method bias can affect the data results. Therefore, to increase our response rate we urged every potential respondent to be involved in our data gathering, through emails, mobile phones, and multiple hard copies of questionnaires. Consequently, the response rate was higher which is adequate for employee-related searches. The study found that the VIF values of all the variables are lesser than 4 suggesting that the study is not infected with lower responses and common method biases.

Respondents Profile

We found that 41.4% of the respondents are female, and 58.6% are male. The age profile suggests that 31% of the employees are in the age bracket of 18-24, 24.1% in the age bracket 25-30, 27.6% in 31-40, and 13.8% in 41-50, and the rest were over 50 years old.

Statistical Analysis:

This study used the aid of SmartPLS4, which helped in generating a measurement model, including results related to “reliability, validity.” followed by a structural model regarding hypothesis results.

Data Analysis

A statistical computer software called SMART-PLS Version 4 was utilized to evaluate and verify the dataset. SEM is a second-generation technique that analyzes multivariate information and assesses officially kept additive and linear causal models. (Min et al., 2020). Moreover, SEM can be used to investigate connections between the structures as it can assess challenging-to-measure and unobservable latent variables, it is the perfect tool for examining direct and indirect effects. Min et al (2020) state that the two models used in SEM are the inner model, which looks at the connection between dependent and independent latent

constructs, and the outer model, which looks at connections between latent constructs and their reported indicators. Cronbach's alpha and composite reliability would be used to test the scale by using a reliability test. The inner consistency technique (CR). According to previous literature, Cronbach's alpha needs to be at least 0.7. Methods for examining the correctness where one needs to have exterior loadings of 0.7 or higher have been convergent validity and discriminant validity.

Table 1 Construct Reliability and Validity

Variables	ITEMS	LOADINGS	AVE	CR	Rho_a
Work-Family Conflict	WFC 1	0.890	0.649	0.785	0.531
	WFC 3	0.711			
Emotional Exhaustion	EE 1	0.765	0.607	0.902	0.875
	EE2	0.891			
	EE5	0.755			
	EE7	0.763			
	EE8	0.764			
	EE9	0.728			
Perceived Supervisor Support	PSS 7	0.772	0.563	0.837	0.741
	PSS 11	0.717			
	PSS 12	0.769			
	PSS 13	0.742			
Employee Performance	EP 1	0.855	0.685	0.896	0.885
	EP 2	0.768			

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EP 3	0.882
EP 4	0.800

- Items removed: Indicator items below 0.5 were WFC 2, 4, 5, 6, 7 and 8. As well as EE3, 4, 6 with PSS1, 2, 3, 4, 5, 6, 8, 9, 10, 14, 15, 16, 17 and lastly EP5.
- All item loadings greater than 0.5 signify indicator reliability (Hulland, 1999)
- Convergent Validity is indicated by All Average Variance Extracted (AVE) > 0.5 (Fornell & Larcker, 1981)
- Any Composite Reliability (CR) greater than 0.7 denotes Internal Consistency (Gefen et al., 2000)
- All Rho A values above 0.7 suggests.. (Dijkstra & Henseler, 2015)

Table 2 Discriminant Validity- Fornell Larcker Criterion

	EE	EP	PSS	WFC
EE	0.779			
EP	-0.401	0.827		
PSS	0.783	-0.399	0.750	
WFC	0.644	-0.120	0.533	

- Diagonals are the square root of the AVE of latent variables.

Discriminant Validity Heterotrait- monotrait ratio (HTMT)

	EE	EP	PSS	WFC	PSS x WFC
EE					
EP	0.439				
PSS	0.959	0.511			
WFC	0.965	0.369	0.835		
PSS x WFC	0.540	0.111	0.374	0.719	

- “Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity invariance-based structural equation modeling.”(Henseler et al., 2015)
- The critical value is below 0.8

Results

Measurement Analysis

The measurement model's convergent validity was first tested. Factor loadings, Composite Reliability (CR), and Average Variance Extracted were used to investigate this aspect (AVE). The first table summarizes all item loadings that exceed the allowable level of 0.7 (Hair et al., 2000). The composite reliability values, which show how much the construct indicators suggested the latent construct, were higher than 0.7, and the average variance subtracted, which represents the majority of the variation in the indicators accounted for by the latent construct, was higher than 0.5. (Hair et al., 2000). The second chart was utilized in order to assess discriminant validity, which measures how much each variable is independent of the others and can be seen by weakened correlations. The results of the measurement model and measurements from other structures show that the AVE (diagonal values) estimates for every construct are higher than the corresponding correlation coefficients. Table 2 demonstrates this, indicating adequate diagnostic validity (Fornell & Larcker, 1981). Per the numerous later critiques, the variables used in the (Fornell & Larcker, 1981) criteria really aren't consistently capable of determining an absence of discriminant validity in mutual research circumstances. Table 2 shows the findings of this novel method for assessing discriminant validity. If the HTMT number is higher than the 0.85 cutoff, discriminant validity is compromised (Kline, 2011). The HTMT Table, nevertheless, indicates that some of the findings were greater than 0.85.

Table 3 Path Coefficient

Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P values
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PSS x WFC->EE-> EP	-0.106	-0.104	0.045	2.340	0.019
PSS -> EE -> EP	-0.324	-0.335	0.074	4.361	0.000
WFC-> EE -> EP	-0.126	-0.130	0.041	3.089	0.002

Structural Analysis

(Hair et al., 2013) Proposed analyzing the structural model using a bootstrapping approach with a 5000-resample size by looking at the p-value, beta, and matching t-values. The results from SmartPLS illuminate the critical dynamics of perceived supervisor support (PSS) as a moderator in the relationship between work-family conflict (WFC), emotional exhaustion (EE), and employee performance (EP). The first result demonstrates that the interaction effect (PSS x WFC -> EE -> EP) is significant (beta -0.106, t-value 2.340, p-value 0.019), indicating that when perceived supervisor support is higher, it mitigates the negative impact of work-family conflict on emotional exhaustion and, consequently, on employee performance. The second result underscores the direct and positive impact of PSS on both EE and EP (beta -0.324, t-value 4.361, p-value 0.000), highlighting the role of strong perceived supervisor support in reducing emotional exhaustion and enhancing employee performance. The third result emphasizes the direct negative effect of WFC on EE and EP (beta -0.126, t-value 3.089, p-value 0.002), indicating that higher levels of work-family conflict lead to increased emotional exhaustion and reduced employee performance. In summation, these findings substantiate the pivotal role of PSS in ameliorating the adverse effects of work-family conflict on employee well-being and performance, underlining the significance of fostering a supportive work environment and addressing work-family conflict to enhance employee outcomes.

Discussion:

The findings of this research, conducted in Pakistan, provide significant insights into the interplay between perceived supervisor support (PSS), work-family conflict (WFC), emotional exhaustion (EE), and employee performance (EP) within the context of the Conservation of Resources (COR) theory. These results are consistent with the theoretical framework proposed by COR, which posits that individuals strive to preserve and accumulate resources to maintain their well-being and achieve optimal performance (Hobfoll, 1989). Notably, the first result of our study, revealing a significant moderation effect of PSS on the relationship between WFC and EE, aligns with previous research by Contín-Pilart & Larraza-Kintana, (2015) suggesting the importance of analyzing interaction effects. In this case, when perceived supervisor support is higher, it effectively buffers the detrimental impact of WFC on emotional exhaustion, ultimately leading to improved employee performance. This finding supports prior studies that have emphasized the crucial role of social support in alleviating the negative consequences of stressors on employee well-being (Eisenberger & Stinglhamber, 2011). Furthermore, our second result highlights the direct positive impact of PSS on both EE and EP, reaffirming the significance of this factor. This result is in line with previous research indicating that strong perceived supervisor support can alleviate emotional exhaustion and enhance employee performance (Eisenberger et al., 2002). It underscores the importance of cultivating supportive supervisor-employee relationships in the workplace, particularly in contexts like Pakistan, where the role of supervisor support may be paramount. Conversely, our third result, which indicates a direct negative effect of WFC on EE and EP, echoes previous studies that have shown the adverse impact of work-family conflict on employee well-being and performance (Maertz et al., 2019). This finding is consistent with the broader body of literature that underscores the challenges posed by work-family conflict in various cultural and organizational contexts. It emphasizes the need for interventions and policies aimed at addressing work-family conflict and its implications on employee outcomes. This research in Pakistan aligns with the theoretical

underpinnings of COR theory and contributes to the existing body of knowledge by empirically demonstrating the critical role of perceived supervisor support in mitigating the detrimental effects of work-family conflict on emotional exhaustion and employee performance. These findings have practical implications for organizations in Pakistan and beyond, suggesting that fostering a supportive work environment and implementing strategies to alleviate work-family conflict can lead to improved employee well-being and performance. It is imperative for organizations to recognize the value of supervisor support and to consider it an integral part of their human resource management strategies.

Limitations:

This research, while contributing valuable insights, is not without limitations. One limitation is the reliance on self-report measures, which may introduce common method bias. Future studies could benefit from incorporating multiple data sources, such as supervisor ratings or objective performance metrics, to enhance the robustness of the findings. Additionally, the study's cross-sectional design restricts our ability to establish causality definitively. Longitudinal research could provide a more comprehensive understanding of how these relationships evolve. Moreover, the data collection was confined to a single geographic location, Pakistan, which may limit the generalizability of the findings to different cultural and organizational contexts. It is recommended that future research investigates these relationships across diverse settings to assess the extent to which cultural and organizational factors may moderate the observed effects.

Recommendations:

Building on the insights gained from this research, several recommendations can be made. First, organizations should consider implementing interventions and policies aimed at reducing work-family conflict. Providing employees with flexibility in work arrangements, access to family support programs, and promoting a culture that values work-life balance can help mitigate work-family conflict and its

negative consequences. Second, organizations should invest in training programs for supervisors to enhance their ability to provide effective support to their employees. This includes fostering skills related to emotional intelligence, conflict resolution, and stress management. Third, future research should explore these dynamics in a broader international context, examining how cultural variations may influence the relationships observed. Lastly, longitudinal studies are encouraged to track the long-term impact of perceived supervisor support and work-family conflict on employee well-being and performance, shedding light on how these relationships may evolve over time and providing a basis for more targeted interventions and policies.

Conclusion

Under this research, work-family conflict was analyzed and researched concerning employee performance methodologies. A quantitative analysis was conducted to obtain employee's points of view and opinions which were later used to draw insights using measurement and structural analyses. Firms are always warranted to create such an environment for their employees where they feel challenged yet motivated to excel more in their workplace. Although it is true that employees find it more interesting if their work challenges them as a positive stressor to bring out newer potential, it should be noted that stressors are only vital if they do not cause direct and negative impacts on the subject itself. Once the environment of the firm turns negative on an employee, their performance, motivation, dedication, potential, and satisfaction decrease altogether. Today's businesses must plan ahead of such obstacles and should be able to tend to their challenged employees when it is noticed. According to this study, perceived supervisor support increases an employee's will to work more thus lessening the emotional exhaustion and increasing performance in the business.

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