

Emotional Exhaustion Mediates Between Work-Family Conflict And Organizational Commitment

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Abstract

Emotional exhaustion is the main predictor of burnout. Emotional exhaustion results from excessive work pressure, personal demands, or accumulated stress. It is the feeling of being mentally exhausted by social interaction. The main theme of the study is to determine the effects of emotional exhaustion on work-family conflict and organizational commitment among the banking sector employees in Khyber Pakhtunkhwa, Pakistan. Two hundred sixty-seven employees were surveyed for the study. A cross-sectional method was used to collect the data and various statistical tools were used to analyze it. Emotional exhaustion correlates positively with work-family conflict, while organizational commitment negatively correlates. Work-family conflict and organizational commitment are mediated by emotional exhaustion. Banking employees may benefit from this result by knowing how they interact with all banking elements and the extent to which these emotions directly impact their organizational commitment. In addition, bank leaders may wish to make some tactical efforts to ensure employee emotional engagement, leading to improved customer service.

Keywords: *Emotional Exhaustion; Work-Family Conflict; Organizational Commitment.*

1. Introduction

Burnout was introduced in the 1970s and has been around ever since. As Freudenberg (1974) defines, burnout occurs when a person is mentally and physically exhausted due to excessive work demands. Leiter (2017) extends the burnout syndrome to feelings of emotional exhaustion and reduced personal accomplishment. Moreover, Kleiner and Wallace (2017) define it as a negative transformation of attitudes and behaviours resulting from excessive work stress (Faisal Khan, Begum, Saeed, Hussain, & Naz, 2023).

According to Kahn Wolfe, Quinn, Snoek and Rosenthal, conflict (1964) occurs when people's roles as professionals and individuals conflict. Work-family Conflict (WFC) occurs when work and family demands are incompatible and mismatched, as explained. Simply put, there can be conflict between work and family if people cannot meet both needs. In other words, WFC can be influenced by too much work time, insufficient free time at home, and inflexible work schedules. Work-interfering family conflict (WIF) is one of the dimensions of WFC, which includes both Work-Interfering Family Conflict (FIF) and work-interfering spouse conflict (WIF). It has been found that family and work play an important role in crafting a

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lifestyle. Work and family life are, in fact, two different fields of lifestyle. Several studies have examined the interrelationship between employees' work and personal lives, concluding that work and personal lives are intertwined in several ways. There may be conflicts in one role that have a negative effect on the other (Kulik & Liberman, 2019).

Among the variables investigated in this study, organizational commitment is not new. Decades of research have been conducted in this field. This may be the case for several reasons, including the characteristics of today's markets and organizations (Faisal Khan., Sufyan, Hussain, & Gul, 2022). Developing innovative, continuous improvement, high-quality standards, and competitive and employee discretionary effort requires the involvement of people in the organization (Faisal Khan, Yusoff, & Kakar, 2017). Meyer, Stanly, and Parfyonova (2012) have defined organizational commitment as a mental association between an individual and an organization that results from their active involvement in that organization. A psychological connection between the employee and the organization builds a sense of belonging and communication. According to a researcher, commitment to organizational goals stabilizes behaviour when desired circumstances do not transpire as planned (Becker, Klein, & Meyer, 2009).

Similarly, several other researchers defined organizational commitment as an internal attachment or belonging to a particular organization (Faisal Khan, Asif, Hussain, Bashir, & Gul, 2021; F Khan, Khan, & Malik, 2020). This may lead to high or low personal attachment to that organization. Employees have made a strong choice to remain with the organization, and they have a strong reason to do so. Moreover, it was defined as a measure of employee identification and connection with the organization and its goals. Employee attachment has been identified as one of the most essential concepts. Yasmin and Marzuki (2015) found that burnout and organizational commitment are negatively correlated, especially the core dimension, emotional exhaustion. A positive correlation exists between emotional exhaustion and WIF, but not with FIW, while a negative correlation exists between depersonalization and WIF.

Emotional exhaustion is one of the main issues for organizations. People who work with others suffer from emotional and mental disorders (Faisal Khan, Rasli, & Zahra, 2020). The symptoms of emotional exhaustion include fatigue, lack of vitality, insomnia, irrational anger, apathy, family problems, dread, increased cynicism, and alcoholism. As a result, the employee will no longer stay in the organization. In addition to negatively affecting employees, emotional exhaustion threatens their families, friends, colleagues, customers and organizations. Conflicts between work and family are also commonly studied in organizational behaviour. Several highly developed research studies over the last many years provide knowledge about the impact of professional life on family life (Demerouti., Mostert, & Bakker, 2010; F Khan. et al., 2014).

Financial development in Pakistan relies heavily on the banking sector. Exhaustion is a common problem among bankers. Financial system improvements have been a priority for banks in recent years. Despite this, management demands high-performance levels from employees without providing adequate facilities, creating stress and exhaustion (Faisal Khan et al., 2014). A similar imbalance between personal and professional lives can result from high work demands. According to Kasa and Hassan (2017), the banking sector suffers burnout due to unfavourable working conditions.

Similarly, the banking sector is characterized by opposition and extended deadlines, targets, and objectives. Stress, anxiety, frustration, burnout, and dissatisfaction occur when employees fail to meet their challenges and tasks. Khan, Nisar and Malik (2020) claim that employees in the banking sector work long hours under tight working conditions, face a lack of resources, and are paid inadequately. As a result, employees experience high levels of fatigue and burnout.

Several studies have been conducted on the banking sector in Western and non-Western countries. The study concludes that there is a need for more research on the banking sector in developing and non-western countries, especially Pakistan. According to researchers, most studies examined direct relationships between variables, while several found indirect relationships between variables. However, it is also essential to determine whether banking sector employees are committed to their jobs. Despite experiencing stress burnout, especially exhaustion, or WFC due to the nature of their work, their employees can remain committed to their jobs and organizations, reducing their commitment to them. As a result, explaining these relationships through mediation is necessary. In the present study, we will investigate whether there is a direct or indirect effect on bank employees of overall WFC and organizational commitment. Tosun and Ulusoy (2017) also recommended this type of study as a future recommendation. The researcher examined how emotional exhaustion affects the relationship between work-family conflict and organizational commitment among bank employees in Khyber Pakhtunkhwa, Pakistan.

Furthermore, the researcher aims to contribute to the literature by examining demographic factors that contribute to burnout among bank employees. The study will help researchers investigate variables related to employees in different industries, especially banking (Din, Khan, Kadarningsih, Ali, & Astuti, 2019). The study will create a productive and pleasant working environment. Emotional organizations will also provide employees with facilities to increase commitment. It also aims to understand and manage conflicts between work and family life and job-related stress and emotional exhaustion among bank employees in Khyber Pakhtunkhwa. These research objectives were developed in response to the problem statement:

1. To Study the effect of work-family conflict and emotional exhaustion on organizational commitment.
2. To Study whether emotional exhaustion mediates the relationship between work-family conflict and organizational commitment.

2. Literature Review

Burnout became popular in the 1970s. As defined by Freudenberg, burnout results from prolonged mental and physical exhaustion caused by a heavy workload and burden. In (1981), Maslach and Jackson described it as emotional exhaustion, depersonalization, and diminished personal accomplishment (Lee, Migliaccio, Lin, & Seto, 2020). People who work with people tend to develop these syndromes. Burnout is characterized by feeling tired and stressed while carrying out your duties, which is part of the stress dimension of emotional exhaustion. Negative attitudes toward colleagues and coworkers are a sign of depersonalization. The effectiveness of a person when performing a particular task may be less than it used to be. A dissatisfied individual will also have this problem. The lack of resources makes employees unhappy and ineffective. The term "burnout" refers to the state in which a person feels exhausted after working daily. Burnout is commonly characterized by disengagement and emotional exhaustion. In addition to causing different problems, burnout also affects the performance of individuals and organizations (AGARWAL & BANSAL, 2021; Faisal Khan., Rasli, Yusoff, & Ahmad, 2015).

In simple terms, burnout results from a person's reaction to the stressors at work. It is a fact that stressful and unpleasant situations cause a wide range of problems and have an adverse impact on the performance of individuals and organizations on both a personal and organizational level. Aside from chronic work-related stress, burnout can also result from psychological instability caused by excessive workloads as a result of chronic stress. It has been found that burnout associated with jobs is higher in result performance will be reduced, self-esteem, job dissatisfaction and turnover in the workplace (Madara & Baram, 2020)e. As a multidimensional phenomenon, burnout is conceptualized as a combination of feelings of

exhaustion, depersonalization, and lack of personal accomplishments. Burnout is a syndrome that can occur when a person works with people of some abilities and becomes emotionally exhausted, depersonalized, and less accomplished. According to Khan, Khan, Naz, and Rasli (2016), different researchers have discovered that other burnout symptoms, such as sick leave, illness, and absenteeism, can also occur (Mudaly & Nkosi, 2013).

Employee burnout negatively affects staff, clients and the organization. Additionally, burnout can lead to job turnover, absences, low confidence, negative impacts on commitment and self-esteem, strain, dissatisfaction, physical exhaustion, and substance abuse. (Faisal Khan., Sufyan, Naz, & Bibi, 2020). As a result, high working demands and unsatisfactory resources create a feeling of emotional uncertainty, which can be quite distressing. To prevent burnout, an imbalance between a job's needs and resources must be considered a significant predictor of burnout. Burnout is best illustrated by the novel *A Burnout Case*, where a dissatisfied and mystically tormented architect leaves his job and heads into the African jungle. A lack of passion and enthusiasm for one particular activity or interest are characteristics of job burnout in fictional and nonfictional literature.

Stress caused by particular working conditions can lead to emotional exhaustion, which is intense tiredness caused by extreme and prolonged cognitive, emotional, and physical stress (Faisal Khan., Khan, Kanwal, & Bukhair, 2018). Disengagement from a task is the act of distancing oneself from it. Psychological tension leads to poor performance, low job satisfaction, low customer engagement, low organizational commitment, high absenteeism, and low self-esteem.

WFC is used to explain the conflict between work and family (Khafi & Ghasemi, 2014). This conflict is severe for employees and organizations in Western and non-Western countries. Many organizational behaviour and human resource management researchers have also focused on organizational commitment. There has been a trend in recent years for organizational commitment to become a conceptual framework for analyzing worker attitudes, behaviour, and performance (Yousef, 2000). The importance and necessity of each employee's dedication and loyalty to the organization for its success in this modern age cannot be overstated.

When a critical situation arises, it can cause conflict both in the professional and private world, and conflict is what we call WFC. As defined by Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964), WFC is the existence of an incompatibility between work and caring for a family. WFC can occur when the demands of one role make it challenging to participate in another without making it complicated. Additionally, WFC can happen when it is difficult to balance one's ability to perform work-related tasks with one's ability to perform family-related tasks (Faisal Khan, Habib, Khan, Ullah, & Naz, 2023).

The WFC is well-known in the industry and dangerous for workers and organizations. Anxiety and disappointment can harm health in the long run at work and home. Similarly, conflict between family members and work colleagues leads to dissatisfaction, exhaustion, turnover, stress and depression in the workplace and at home (Lambert, Qureshi, Keena, Frank, & Hogan, 2019). The WFC is positively linked to job stress and burnout, negatively related to job performance and commitment, and negatively associated with employees' health and wellness. Employees' work and family life have been studied extensively. Several studies have demonstrated the negative consequences and problems caused by WFC for individuals, organizations, and society. The WFC describes a situation where two roles have incompatible demands and expectations. According to Kahn et al. (1964), family and work stress interact to create WFC. WFC employees feel pressured by work and family responsibilities, making it impossible to balance work and family. Participating in any other position is difficult when participating in one.

In an organization, commitment is imperative and crucial. Mowday Porter and Steers (1982) defined organizational commitment as employees belonging to and involvement with a

company. Employee commitment can be directly or indirectly affected by many factors. To ensure workplace commitment, one key factor is respect for the boss, the profession, and the workplace (Faisal Khan., Ali, Bashir, & Naz, 2021). Organizational commitment focuses on employees' commitment to the organization by explaining its importance. Allen and Meyer define organizational commitment as loyalty to an organization. This includes loyalty to its principles, ethics, and goals and staying with the organization. Allen and Meyer define organizational commitment as the mental link between employees and the organization. If an employee's commitment level is low, they will likely leave the organization. It includes behavioural phrases that describe how a commitment is carried out (Faisal Khan., Khan, Naz, & Khan, 2017). An individual's commitment to a goal and a path (route of travel) is a character trait. Employees face and experience this mindset in three forms: normative, affective and continuous (Allen & Finkelstein, 2014) and these three forms affect employees' emotions, responsibilities and needs (Becker et al., 2009). Commitment refers to conviction and persistence. These views connect a person to a plan and strategy relevant to a particular object. Maintaining membership, participating, meeting goals, and committing respect, responsibility, and money are all psychological factors.

2.1 Relationship between Emotional Exhaustion, Work-Family Conflict and Organizational Commitment

According to the literature, several researchers determined the relationships between the variables. In (2012), Rehman and Waheed conducted a study investigating WFC and organizational commitment among university teaching members. According to the analysis, WFC has a negative effect on commitment. The results indicated that workplace and personal life issues influence employee commitment (Faisal Khan., Rasli, Yasir, & Khan, 2019). There is no significant association between gentleman WFC and womanly teaching members.

In contrast, married teachers' WFC level was higher than that of single staff. The study shows less commitment among university teaching staff. Moreover, WFC negatively affected job stress (Russo, Shteigman, & Carmeli, 2016) and partially affected organizational commitment (Nart & Batur, 2014). An analysis of Turkish teachers showed that WFC, job stress, and commitment have low effects on continuance commitment. According to the study, WFC is associated with work-related stress and strain among teachers but has no impact on affective commitment. Teachers' performance at work is not negatively affected by WFC or work-related stress. Anand and Wohra (2019) studied how WFC relates to organizational commitment among Nigeria's rural women's health teams. The research study had a negative correlation between time-based FWC and commitment. The commitment was also negatively correlated with strain-based FWC.

Additionally, behaviour-based FWC negatively correlated with organizational commitment, but this relationship was insignificant. WFC and FWC have cross-domain effects on organizational commitment and performance (Dacey, 2019; Li, Wu, Li, Chen, & Wang, 2019). Researchers considered employees' economic and cultural characteristics to locate the interaction between WFC and FWC (Tabassum, Farooq, & Fatima, 2017), commitment, and employee performance in China. Moreover, the study findings show that FWC is negatively related to employees' affective and normative commitment and negatively impacts employees' work-related performance more than WFC (Farradina & Halim, 2016). Furthermore, FWC employees cannot perform their duties appropriately. In Dana's study, gender was used as a moderator as she examined how the WFC and FWC affect organizational commitment. FWC showed a negative relationship with affective commitment and a positive relationship with continuance commitment.

Zain and Setiawati (2019) determined the effects of WFC on job satisfaction among medical workers' performance at a Hospital in Yogyakarta, Indonesia. This research study gathered 133 nurses through a questionnaire. As a result of this study, WFC has no impact on

organizational commitment, while research indicates job satisfaction has a positive effect. The study also aimed to describe WFC's significant and negative impact on worker performance and job satisfaction. Employee performance was also indirectly influenced by WFC and job satisfaction through organizational commitment.

According to Tosun and Ulusoy (2017), organizational commitment, emotional exhaustion, absenteeism and job satisfaction are related among doctors and nurses (Faisal Khan, Bibi, Ahmed, & Naz, 2019). The results indicate a positive relationship between job satisfaction and affective and normative commitment but a negative relationship between job satisfaction and continuous commitment. In addition, organizational commitment and job satisfaction are positively correlated. According to the results, burnout and organizational commitment are also negatively correlated.

3. Research Methodology

Using research design, the author specifies the types of data required and the logic of the investigation. The study further specifies for whom and how the researcher can find the answer to their research questions through research design. In a descriptive study, research questions are answered by examining the study's how, what, when, and where to answer the research questions. As part of the analysis of descriptive studies, descriptive statistics, such as mean and standard deviation, are utilized (Creswell, 2014). Thus, the researcher chose descriptive methods to analyze the data. It is a group of all possible observations related to the investigators' interests. The study's target population is banking employees.

Additionally, KP was selected for this study due to the high remittances it receives, which directly impact Pakistan's economic development. It is estimated that 31 public and private banks are located in KP, Pakistan. It is the process of choosing a part of the population for measurement. The sample size for this study will be 267 out of 764 people (Krejcie & Morgan, 1970; Uma Sekaran & Bougie, 2016). Random sampling involves selecting all individuals from a sample equally. This method provides an exact and accurate representation of the larger population and is easy to use.

Using a 5-Liket scale ranging from strongly disagree to strongly agree, the questionnaire includes thirty-five questions that measure WFC, emotional exhaustion, and organizational commitment. As part of the first section of the questionnaire, employees are asked to fill out their data, such as their name, gender, age, marital status and salary. Three questions related to WFC are in the second part of the questionnaire. These questions relate to time-dependent WIF, strain-based WIF, and behavioral-oriented WIF. According to the research conducted by Carlson, Kacmar, and Williams (2000), Cronbach's alpha for the WFC was 0.89. Eight questions were taken from the third part of the questionnaire, which refers to emotional exhaustion as part of the questionnaire and the alpha for burnout is 0.63 (Faisal Khan. et al., 2022). Finally, in the questionnaire, 18 questions were asked about the organization's commitment and values, and Cronbach's alpha was reported to be 0.69 (Allen. & Meyer, 1996).

4. Data Analysis

A preliminary analysis was performed, followed by controls and management for further study. It includes normality, linearity, multicollinearity and outliers. Normality analysis determines whether the data set is normally distributed. Histogram Regression and Standardized Residual are two graphical methods for evaluating the normality of data. Skewness and kurtosis were calculated to find the normal distribution numerically. A statistical measure used to describe distributions is kurtosis, which measures deviations from symmetry.

To evaluate an instrument's stability, measuring its accuracy and consistency is necessary, which is a basis for assessing its reliability (U. Sekaran & Bougie, 2010). Additionally, Hair, Money, Samouel, and Page (2007) stated that Cronbach's alpha values

range from 0.80 to 0.95, representing very high reliability, from 0.70 to 0.80, which shows a good level of reliability, and from 0.60 to 0.70, which shows a fair level of reliability. Hence, if the last value is below 0.60, it is considered to be poor reliability, and thus, it represents fair reliability. For the current research study, data were collected from employees in the banking sector in Khyber Pakhtunkhwa, Pakistan. Krejcie and Morgan conducted this study on a total population of 764 people, with a sample size of 267 participants (Krejcie & Morgan, 1970). For data collection, the researchers distributed 300 questionnaires. Of the 300 distributed questionnaires, 275 were returned, of which eight were incomplete. The remaining 245 were used for the final data analysis, and 90% of the questionnaires were returned.

The final data presented are respondents' personal information. Demographic variables include gender, marital status, age, and salary. In 764 populations, 65.3% were male and 34.7% were female. This means most members were male, and the ratio of working males to females was high. There were 54 single employees and 46% of the sample was married. Moreover, ninety-nine respondents were between 25 and 35 years old. One hundred and two employees are between 36 and 45, while thirty employees are between 46 and 55. Employees range from 56 onwards, and there are 36 employees. In addition, 132 respondents were earning less than 60000, while 58 respondents were earning 60001 to 110000. As a result, 35 employees have salaries from 110001 to 200000. Five respondents got salaries above 200000.

In descriptive statistics, the mean and standard deviation are calculated. The WFC mean and standard deviation are 3.17 and 0.39, respectively. The mean and standard deviation for emotional exhaustion are 3.50, .461, 2.82, and 0.451, respectively, for organizational commitment.

Table 1 Normality and Descriptive Statistics

	N	Skewness	Kurtosis	Mean	Std. Deviation
Work-Family Conflict	267	-1.17	-1.35	3.45	.367
Emotional Exhaustion	267	-1.81	1.75	3.23	.354
Organizational Commitment	267	1.87	-1.45	3.10	.342

Furthermore, correlation was used to test this hypothesis. In this study, WFC was the independent variable, and emotional exhaustion and organizational commitment were the dependent variables. According to Table 2, the WFC is positively related to emotional exhaustion. In Correlation Analysis, emotional exhaustion and organizational commitment are positively correlated. The p-value is less than 0.05, indicating that WFC and emotional exhaustion are significantly correlated.

Table 2 Analysis of the correlation between work-family conflict and Emotional exhaustion

	Work-Family Conflict	Emotional exhaustion	Organizational Commitment
Work-Family Conflict	0.81		
Emotional exhaustion	.501*	0.71	
Organizational Commitment	.481*	-.321*	0.88

Sig*p<0.05

Emotional exhaustion is hypothesized to mediate the relationship between WFC and organizational commitment. To test this hypothesis further, the researcher followed four steps for mediation of Buren and Kenny's (1986) study to determine the mediating effect of emotional exhaustion. Step one is to ensure the independent variable significantly affects the

mediating variable. The independent variable in the present study is WFC, and the mediating variable is emotional exhaustion. The researchers used regression analysis to determine how WFC affects emotional exhaustion. Table 3 shows WFC positively affects emotional exhaustion. There is a standardized Beta value of .295, a R square value of 0.051, and a p-value less than 0.05. Consequently, the first step is satisfied, and the result indicates that WFC influences emotional exhaustion positively.

Baron and Kenny (1986) state that the second mediation step involves the mediator significantly affecting the dependent variable. In the current study, emotional exhaustion is the mediating variable and organizational commitment is the dependent variable. Regression analysis results indicate that emotional exhaustion significantly affects organizational commitment as a dependent variable. In the third step of Baron and Kenny, the significant effect between the independent and dependent variables should be observed. Based on regression analysis, the study found WFC to influence organizational commitment significantly. As shown in Table 3, the R square of the independent variable WFC and the dependent variable organizational commitment is 0.059, with a p-value below 0.05. A significant relationship exists between the independent variable, WFC and the dependent variable, organizational commitment.

In the last step, Baron and Kenny (1986) claim that an independent variable influences a dependent variable. This step checked whether the mediating variable changed the effects of the independent and dependent variables. The fourth step determines whether the mediation between the variables is zero, partial, or complete. The impacts of WFC and organizational commitment are significant when emotional exhaustion exists. Table 3 shows that both direct and indirect effects were significant. Also, after incorporating emotional exhaustion, there is a substantial effect between WFC and organizational commitment. Therefore, emotional exhaustion partially mediates WFC-commitment relationships.

Table 3 Regression Analysis for Mediation

Effect of WFC on EE		
	Standardized coefficients Beta	t
Constant	2.321	7.854
Work-Family Conflict	.295	3.435
Adjust R Square	.051	
R Square	.064	
F Model	21.321	
Effect of EE on OC		
	Standardized coefficients Beta	t
Constant	3.456	8.198
Emotional Exhaustion	-.221*	-2.981
Adjust R Square	.059	
R Square	.063	
F Model	11.789	
Effect of WFC on OC		

	Standardized coefficients Beta	t
Constant	3.234	14.004
Work-Family Conflict	-.241*	-3.936
Adjust R Square	0.059	
R Square	0.063	
F Model	15.412	
Emotional exhaustion Mediates on WFC and OC		
Dependent variable OC		
	Standardized coefficients Beta	T
Constant	3.123	11.172
Work-Family Conflict	-.198*	-2.009
Emotional Exhaustion	-.165*	-1.104
Adjust R Square	.079	
R Square	.081	
F Model	10.354	

Sig*p<0.05

5. Conclusion and Discussion

This study aimed to determine how emotional exhaustion affects employees in the banking sector's WFC and organizational commitment. According to the results, WFC and emotional exhaustion are significantly correlated. As a result of conflict between work and family life, banking employees experience emotional exhaustion. As WFC levels rise among banking sector employees, the likelihood of stress and emotional exhaustion increases (Huang, Li, Fang, & Tang, 2020).

The second theme of the study is to determine the effect of emotional exhaustion on organizational commitment. Emotional exhaustion has a negative impact on organizational commitment among banking employees. Moreover, bankers experience emotional exhaustion, decreasing their dedication and loyalty to the organization. Similarly, it is explained that organizational commitment will decrease when emotional exhaustion increases or increase when emotional exhaustion decreases (Lambert et al., 2019). A commitment to an organization is based on employees' trust in its values. As well as employee willingness to cooperate with the organization's objectives depends on their loyalty and active participation in the organization. Employees who feel attached and part of the organization's values will feel pleasure when working (Faisal Khan, S. Nisar, et al., 2020; Trudel et al., 2020). As a result, employees work without feeling burdened, leading to higher performance. Additionally, high levels of organizational commitment influence employees' decisions to remain with the organization and perform well.

To investigate WFC's effect on organizational commitment. This study's analysis shows a significant negative relationship between WFC and organizational commitment. Moreover, WFC increases organizational commitment, especially in the banking sector. In other words, conflict between work and family negatively affects organizational commitment. Thus, organizational commitment will decline if WFC increases, or vice versa. Moreover, employees lose commitment and feel less effective when facing issues and difficulties in their professional and personal lives.

The Baron and Kenny (1986) used to analyze the mediator effects. The step determined whether the mediation between the variables is zero, partial, or complete. During multiple regression, the impact of the WFC and Organizational commitment is significant after adding the mediator variable, emotional exhaustion. The direct effect remained significant after the mediator was involved; it never changed the impact of WFC and Organizational commitment. When both direct and indirect effects are substantial, there is partial mediation.

Limitations and Recommendations

As every study has some limitations, this study is not exempted from constraints. Many researchers determine the WFC by different dimensions, while this study only focuses on one dimension (Greenhaus and Beutell, 1985), the WIF direction. Secondly, the researcher collected the data in a single shot called cross-sectional data. Thirdly, the current research study uses only quantitative methods and the data was collected from one province in Pakistan. Last, this study utilized a Baron-Kenny step for the mediation analysis.

In the future, it would be beneficial to conduct multidimensional studies of WFC's directions, such as WIF and FIW. For the future, the researcher suggested studying longitudinal data more than once, which would give more accurate answers. It is also worth noting that the current study's ability to collect and analyze quantitative data is limited. The previous researcher further recommended that qualitative techniques could gather more realistic and clear data or sources. The researcher recommends using qualitative and quantitative approaches to understand the relationship between WFC, emotional exhaustion, and organizational commitment. The current study also suggests a larger population and a sample from different areas. Other cities and provinces in Pakistan should be sampled.

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