

DECONSTRUCTING WORK-FAMILY CONFLICT: THE DIFFERENTIAL IMPACT OF TIME MANAGEMENT AND STRESS ON ADOLESCENT PSYCHOLOGICAL WELL-BEING

Mahvish Mumtaz¹, Dr. Muhammad Tahir Khan Farooqi²

¹⁻²Department of Educational Research and Assessment, University of Okara, Pakistan.

¹ mahvishmumtaz87@gmail.com, ² drtahirfarooqi@ue.edu.pk

DOI: <https://doi.org/10.5281/zenodo.22824538>

Keywords

Work-family conflict, time management, stress interference, psychological wellbeing, greedy institutions, adolescence development, Job Demands-Resources model.

Article History

Received: 18 Aug, 2026

Accepted: 15 Sept, 2026

Published: 18 Sept, 2026

Copyright @Author

Corresponding Author: *
Mahvish Mumtaz

Abstract

This empirical study unveiled the parental work-family conflict mechanism to identify the differential effect of time management deficits and stress-based interference on the adolescents' psychological wellbeing. Using the Conservation of Resources and the Job Demands-Resources theory, this paper aimed to explore the professionals in Pakistan working in 'greedy institutions' namely, the military, and the medical sector. A cross-sectional survey design was conducted to investigate the impact of work-family related stressors on the youths' mental health. With a convenience sampling technique, a total of 641 parent-children dyads ($N = 1,282$) were included in this study. The data were collected through a Likert-scaled questionnaire and analyzed using descriptive statistics and linear regression. The study revealed that the sub-dimensions of parent's occupational strain significantly related to the youths' psychological wellbeing. Particularly, parental time management and stress-based interference were negative predictors of the adolescents' mental health ($B = -0.101$, $p = 0.030$, $B = -0.086$, $p = 0.041$). The study controlled the mediating effect of parental absence; the result revealed that the youths experienced more distress when their parents physically absent due to time management issues as compared to psychological pollution from the work stress. Therefore, the parental time management and stress interference should be considered as equally important predictors of adolescent wellbeing in institutional settings.

INTRODUCTION

The tension between work duties and home life has become a critical element in determining the individual and family wellbeing in the current professional environment (Buonomo et al., 2022). With the rise in economic globalization, increased corporate productivity expectations and digital connectivity, work activities are invading personal time and interfering with the balance in the modern workplace (Prentice et al., 2024). Work-family conflict represents role strain where parents' time, psychological stress, and behavior at work negatively affect their family-related duties (Zeb et al., 2021). While most studies have focused on the impact of work-family conflict on the individual as an employee resulting in psychological exhaustion, job dissatisfaction, and turnover (Prentice et al., 2024), the intergenerational transmission of work-family strain is understudied (Kovács et al., 2025). The work-family related stress of the parents significantly influences the adolescents' psychological wellbeing and their ability to navigate through the major developmental stages in life (Ghiță, 2023). However, most of the previous research has examined work-family conflict as a homogenous construct while neglecting to consider the differential impact of the underlying dimensions on the youths' mental health. This study intended to close this research gap by providing an empirical analysis of the mechanism linking parental work-family strain with the adolescents' psychological wellbeing.

Theoretical Background

Conservation of Resources (COR) and Job Demands-Resources (JD-R)

The causal connection between the influence of parental work-family related stress on the adolescents' psychological wellbeing can be

understood using the Conservation of Resources (COR) theory and the Job Demands-Resources (JD-R) model. According to the COR theory, individuals continuously invest in the conservation of limited resources including time, physical and psychological efforts, which they use to achieve a certain level of motivation and satisfaction with life (Obrenovic et al., 2020). When people experience persistent job demands exceeding the rewards of employment, they undergo a gradual loss of valuable resources leading to psychological exhaustion (Obrenovic et al., 2020). Additionally, the JD-R model helps explain how the work-family conflict affects the adolescents' psychological wellbeing. This model posits that job demands require cognitive, emotional, or physical effort to achieve work outcomes while job resources facilitate the work process and reduce the negative impact of job demands (Nwachukwu et al., 2022). High demand occupations such as the ones in 'greedy institutions' require employees to operate in highly hierarchical, and controlled environments making it difficult to attain a balance between work and family roles (Watkins et al., 2021).

Work-family conflict represents job demands which cause a reduction in the parent's resources including free time and psychological wellbeing and subsequently affect their family life (Nwachukwu et al., 2022). With the inability to meet the extreme demands of the 'greedy institutions,' the parents experience resource loss which manifests in decreased levels of wellbeing and adjustment (Nwachukwu et al., 2022). The reduced parental wellbeing then becomes a critical predictor of the adolescents' psychological wellbeing.

Deconstructing Work-Family Conflict: Time Management vs. Stress Interference

The work-family conflict operationalizes two

distinct dimensions which independently contribute to the deterioration of the adolescents' psychological wellbeing. Time-based conflict occurs when the work duties interfere with the parent's time allocated to the family resulting in reduced family cohesion (Nwachukwu et al., 2022). Long working hours, non-flexible work shifts, and unplanned overtime affect the amount of time the adolescents spend with their parents resulting in reduced parental involvement and supervision (Nwachukwu et al., 2022). When combined with the increased need to rest and prepare physically for the next work day, such time-related issues contribute significantly to the decline in the youths' mental wellbeing (Watkins et al., 2021).

While time-based conflict affects the adolescents through the reduced quantity of parental engagement, strain-based interference operates through the quality of interaction between the parent and the child. Strain-based interference emanates from the psychological pollution of the home environment due to the stress experienced at the workplace (Prentice et al., 2024). Unlike time-based conflict, the stress-based interference does not reduce the quantity of time spent together but affects the parent's attitude towards the adolescents (Watkins et al., 2021). In other words, the parent's behavior is modified due to the stress resulting in diminished responsiveness to the youths' needs (Watkins et al., 2021). The negative mood, irritability, and avoidance displayed by the parent due to work-place stressors lead to an adverse affective environment in the home which subsequently impacts the adolescents' mental wellbeing (Watkins et al., 2021). For instance, in the military and highly demanding professions, the employees are more likely to develop a controlling and unapproachable attitude to cope with the high levels of stress which subsequently manifests in

their interactions with the adolescents (Watkins et al., 2021). Overall, the youths who grow up in families affected by the work-family related stress of their parents exhibit poorer mental wellbeing.

Adolescence Development and Psychological Wellbeing

Adolescence is a crucial developmental stage in human life during which individuals begin to experience an increased sense of autonomy and independence. During this period, the youths' psychological wellbeing plays a pivotal role in determining their overall wellbeing and future success in society (Ghiță, 2023). The youths' mental wellbeing encompasses their self-acceptance, environmental mastery, positive relations with others, sense of autonomy, and overall self-development. The parental work-family related stress significantly contributes to the deterioration of these aspects of psychological wellbeing among the adolescents (Dias et al., 2026; Kovács et al., 2025; Lim, 2023). For instance, the youths who experience deficits in parental time management are more likely to suffer from reduced parental involvement which subsequently deteriorates their academic performance and self-esteem (Wang et al., 2026). On the other hand, adolescents who are exposed to the negative attitude of their parents due to work-family conflict experience heightened levels of anxiety and poorer mental wellbeing (Dias et al., 2026; Kovács et al., 2025; Lim, 2023). While time-based work-family conflict decreases the parental involvement, stress-based interference reduces the quality of parental engagement with the adolescents which negatively predicts their mental wellbeing.

Research Hypotheses

This study intended to examine the effect of the work-family related stress of the parents on the

adolescents' psychological wellbeing. Based on the theoretical background, the following hypotheses were developed:

Ho1 : There is a significant negative relationship between parental time management conflict and the youths' psychological wellbeing.

Ho2 : There is a significant negative relationship between parental stress-based interference and the youths' psychological wellbeing.

Ho3 : Parental stress-based interference has a significantly stronger negative effect on the adolescents' psychological wellbeing as compared to parental time management conflict.

METHODOLOGY

Philosophical Approach and Research Design

This study adopted a quantitative research design under the philosophical standpoint of post-positivism to examine the influence of the parents' time management and stress-based interference on the adolescents' psychological wellbeing. This research approach is appropriate for this study because it provides a systematic and objective framework for testing theoretical models, evaluating underlying unobservable constructs using reliable measures, and establishing causal relationships between the variables of interest. A cross-sectional causal comparative research design was selected to explore the causal connection between the parental work-family related stress and the youths' psychological wellbeing.

Population and Sampling Strategy

This study focused on the dual respondent groups, the military personnel and their adolescents, who were recruited from the Army Public Schools system. The selection criteria for the military personnel were based on the work demands of this occupation including the high levels of organizational accountability and unpredictable

working hours compared to other professions. The adolescents selected for this study were students pursuing Grade 9 and 10 (Matriculation) at the four different Army Public Schools branches namely, the APS Bahawalpur, APS Kharian, and APS Gujranwala. Since these students are experiencing a transitional period in their academic careers which involves the major examinations, the effects of work-family related stress should be pronounced among these adolescents. A convenience sampling technique was used to recruit the participants. Ultimately, a convenience sampling technique was used to recruit the parent-children dyads. In total, N = 1,282 respondents were included in this study; 641 of them were the working parents and 641 their adolescents (n = 641 dyads).

Table 1.

Sampling Strategy and Demographic Structure of Parent-Child Dyads

Respondent Group Sub-Category / Domain Details

Sample Size (n) Total Group Size

Parents Military Personnel / Armed Forces Medical Professionals 641 n = 641\$

Adolescents Students enrolled in Grades 9–10 (Matriculation Standard) 641 n = 641\$

Total Dyads Matched Parent-Child Pairings — N = 1,282\$

Data Collection Instruments

A structured questionnaire was used to collect the responses from the participant dyads. The Likert-scaled items were used to measure the independent variables and the dependent variable. Specifically, the questionnaire consisted of adapted sub-scales to measure the work-family conflict and parental wellbeing.

Work-family conflict (WFC) and parental stress: The independent variables of the study were

measured using the adapted items from the Work-Family Conflict (WFC) scale. Time Management and Commitments was measured using 4 items (2 reverse-coded) such as “I don’t get enough time to take my children to the park or on outings due to my job commitments,” to capture the time-based aspects of work-family conflict. Similarly, the Stress and Interference was measured using 5 reverse-coded items including “I often feel irritable at home due to workplace stress” and “The day-to-day demanding affairs from my work make my family life stressful”

Adolescent psychological wellbeing (PWB): An adapted version of Ryff’s Psychological Well-Being Scale (MIDUS II model) was used to measure the psychological wellbeing of the adolescents. Specifically, the 29 item measure consisted of the following four facets of wellbeing: Self-Rule/Autonomy (8 items), Environmental Mastery (7 items), Positive Relations with Others (7 items), and Self-Acceptance (7 items).

Table 2.

Psychometric Properties and Internal Consistency of Adapted Sub-Scales

Measure	Construct	Sub-Dimension	Factor	Number of Items	Cronbach’s Alpha (α)	Sample Item Statement
---------	-----------	---------------	--------	-----------------	-------------------------------	-----------------------

Work-Family Conflict	Time Management & Commitments	4	.924	“I often have to go to the office on weekends due to certain official commitments.”	Stress & Interference	5	.917	“I often feel irritable at home due to workplace stress.”	Overall WFC Scale	20	.920	—
----------------------	-------------------------------	---	------	---	-----------------------	---	------	---	-------------------	----	------	---

Adolescent PWB	Self-Rule / Autonomy	8	—	“I am confident in my opinions, even when they differ from popular beliefs.”	Environmental Mastery	7	—	“I am efficient in managing the various tasks that come with my daily responsibilities.”	Positive	Relations	7	—	“I generally feel confident and positive about myself.”	Self-Acceptance	7	—	“Most people see me as caring, warm-hearted and affectionate.”	Overall PWB Scale	29	.931	—
----------------	----------------------	---	---	--	-----------------------	---	---	--	----------	-----------	---	---	---	-----------------	---	---	--	-------------------	----	------	---

Validity and Reliability

The face and content validity of the questionnaire were established by the expert review panels consisting of organizational psychologists and educational measurement experts. The reliability of the scale was evaluated using the Cronbach’s coefficient alpha (α). Table 2 below provides details on the Cronbach’s alpha for each subscale. Particularly, the overall work-family conflict subscale registered $\alpha = .920$ while the time management $\alpha = .924$ and stress/interference $\alpha = .917$. Additionally, the adolescent psychological wellbeing scale $\alpha = .931$.

Data Collection Procedure and Ethical Considerations

Face-to-face questionnaires administered to the paired parent-child respondents were used to collect the data from the selected participants at the specified schools. The research design was approved by the university’s review board, and permission was sought from the school administrators. The informed consents were obtained from the military personnel and the school administration before proceeding with the data collection. The anonymity and confidentiality of the participants were maintained by using the generated codes to represent the parent-child dyads.

Statistical Plan for Data Analysis

The coded questionnaires were analyzed using the IBM-SPSS statistical software. First, the descriptive statistics (Means, Standard deviation, and Range) of the variables of interest were generated to

understand the salient features of the study sample. Second, a Pearson product-moment correlation analysis (r) was performed to examine the bivariate relationships between the parental time management conflict, parental stress and interference, and adolescent psychological wellbeing. Thirdly, the unique contribution of the parental time management and stress and interference to the adolescents' psychological wellbeing were evaluated using multiple linear regression. The aforementioned statistical procedures will be used to test the hypothesized relationships.

RESULTS

Demographic Characteristics of the Sample

This study used the demographic data of the participants to provide the context for interpreting the final results. The descriptive statistics (Means, Standard deviation, and Range) of the sample size used for this study from $N = 641$ matched parent-child dyads (1,282 respondents) are as follows. The parent group consists of 351 male employees (54.8%) working in the armed forces and 290 female employees (45.2%) working in medical care (78.3% doctors and 21.7% nurses). Most of the parent respondents were aged 41-50 (68%) and graduated from graduate school (74.7%). Similarly, the adolescent group consists of 309 boys (48.2%) and 332 girls (51.8%) who all study the science course in the school. Lastly, most of the adolescents were aged between 13 to 14 years (85.8%).

Means, Standard Deviation, Range, and Correlation ®

Prior to testing the hypotheses, descriptive statistics (Means and Standard Deviations) and Pearson product-moment correlations (r) for the independent variables (Time Management and Commitment

(TMC) and Stress and Interference (SI)) and the dependent variable (adolescent Psychological Well-Being (PWB)) were generated.

Based on Table 1 below, the respondents registered a mean of parental time management conflicts at $M = 2.16$ ($SD = 0.62$) and a mean of parental stress and interference at $M = 2.80$ ($N = 1,2820$). Additionally, a bivariate correlation analysis reveals that parental time management conflict and adolescent PWB have a significantly negative relationship ($r = -.086$, $p < .05$). Similarly, parental stress and interference have a significantly negative relationship with adolescent PWB ($r = -.081$, $p < .05$). This implies that both time management and stress and interference sub-dimensions of parental work-family conflict uniquely negatively predict the psychological wellbeing of adolescents.

Table 1: Descriptive Statistics and Bivariate Correlation

Variables M SD 1 2 3

1. Adolescent PWB 2.57 0.77 1

2. Time Management & Commitment (TMC) 2.16 0.62 -.086 1

3. Stress & Interference (SI) 2.80 0.76 -.081 .446 1

Note. $N = 1,2821$ dyads. PWB = Psychological Well-Being.

$p < .05$. $p < .01$ (2-tailed).

Hypothesis Testing: Predictive Regression Models

To test the specific predictive impacts of the independent sub-dimensions (TMC and SI) on adolescent Psychological Well-Being Ho1 and Ho2 simple linear regression analyses were conducted. The results are summarized in Table 2.

Test of Hypothesis 1 (Time Management

Conflict):

The regression model assessing the impact of parental Time Management and Commitment on adolescent PWB yielded a statistically significant negative predictive association ($B = -0.101$, $N = 1,282$, $t = -2.181$, $p = .030$). The coefficient of determination ($R^2 = .046$) indicates that parental time constraints independently explain 4.6% of the variance in adolescent psychological wellbeing. Because heightened time management conflict significantly predicts a decrease in youth PWB, Ho1 is fully supported.

Test of Hypothesis 2 (Stress and Interference):

The second regression model evaluated the influence of parental Stress and Interference on adolescent PWB. The results demonstrated a statistically significant negative predictive relationship ($B = -0.086$, $N = 1,282$, $t = -2.050$, $p = .041$). The R^2 value of .042 reveals that occupational stress spilling over into the domestic sphere accounts for 4.2% of the variance in adolescent psychological health. As parental stress-based interference significantly diminishes youth PWB Ho2 is fully supported.

Test of Hypothesis 3 (Comparative Impact):

Hypothesis 3 posited that stress-based interference would exert a stronger negative impact on youth PWB than time management conflict. However, an evaluation of the unstandardized beta coefficients and variance explained (R^2) reveals a slightly different dynamic. Parental Time Management and Commitment ($B = -0.101$, $R^2 = .046$) demonstrated a marginally stronger predictive downward pull on adolescent PWB compared to Stress and Interference ($B = -0.086$, $R^2 = .042$). Therefore, while both sub-dimensions operate as significant risk factors that degrade adolescent psychological

wellbeing, Ho3 is not supported by the current sample data, as physical time constraints (absence) proved to be slightly more detrimental to the youth cohort than psychological interference. Adolescent psychological wellbeing were evaluated using multiple linear regression. The above statistical procedures will be used to test the hypothesized Ho1, Ho2, and Ho3.

RESULTS

Demographic Characteristics of the Sample

The descriptive statistics (Means, Standard deviation, and Range) of the sample size used for this study from $N = 641$ matched parent-child dyads (1,282 respondents) are as follows. The parent group comprises 351 male employees (54.8%) working in the armed forces and 290 female employees (45.2%) working in the medical field (78.3% doctors and 21.7% nurses). Most of the parent respondents were aged 41-50 (68%) and graduated from graduate school (74.7%). Similarly, the adolescent group consists of 309 boys (48.2%) and 332 girls (51.8%) all attending the science course in the school. Lastly, most of the adolescents were aged between 13 to 14 years (85.8%).

Means, Standard Deviation, Range, and Correlation (r)

Prior to testing the hypotheses, descriptive statistics (Means and Standard Deviations) and Pearson product-moment correlations (r) for the independent variables (Time Management and Commitment (TMC) and Stress and Interference (SI)) and the dependent variable (adolescent Psychological Well-Being (PWB)) were generated.

Based on Table 1 below, the respondents registered a mean of parental time management conflicts at $M = 2.16$ ($SD = 0.62$) and a mean of parental stress and interference at $M = 2.80$ ($SD =$

0.76). Additionally, a bivariate correlation analysis reveals that parental time management conflict and adolescent PWB have a significantly negative relationship ($r = -.086$, $p < .05$). Similarly, parental stress and interference have a significantly negative

relationship with adolescent PWB ($r = -.081$, $p < .05$). This implies that both time management and stress and interference sub-dimensions of parental work-family conflict uniquely negatively predict the psychological wellbeing of adolescents.

Table 1: Descriptive Statistics and Bivariate Correlation

Variables	M	SD	1	2	3
1. Adolescent PWB	2.57	0.77	1		
2. Time Management & Commitment (TMC)	2.16	0.62	-.086*	1	
3. Stress & Interference (SI)	2.80	0.76	-.081*	.446**	1

Note. N = 641 dyads. *PWB* = Psychological Well-Being.

- $p < .05$. $p < .01$ (2-tailed).

Hypothesis Testing: Predictive Regression Models

To test the specific predictive impacts of the independent sub-dimensions (TMC and SI) on adolescent Psychological Well-Being **Ho1** and **Ho2** simple linear regression analyses were conducted. The results are summarized in Table 2.

Test of Hypothesis 1 (Time Management Conflict):

The regression model assessing the impact of parental Time Management and Commitment on adolescent PWB yielded a statistically significant negative predictive association ($B = -0.101$, $SE = 0.046$, $t = -2.181$, $p = .030$). The coefficient of determination ($R^2 = .046$) indicates that parental time constraints independently explain 4.6% of the variance in adolescent psychological well-being. Because heightened time management conflict significantly predicts a decrease in youth PWB, **Ho1** is fully supported.

Test of Hypothesis 2 (Stress and Interference):

The second regression model evaluated the influence of parental Stress and Interference on adolescent PWB. The results demonstrated a

statistically significant negative predictive relationship ($B = -0.086$, $SE = 0.042$, $t = -2.050$, $p = .041$). The R^2 value of .042 reveals that occupational stress spilling over into the domestic sphere accounts for 4.2% of the variance in adolescent psychological health. As parental stress-based interference significantly diminishes youth PWB **Ho2** is fully supported.

Test of Hypothesis 3 (Comparative Impact):

Hypothesis 3 posited that stress-based interference would exert a stronger negative impact on youth PWB than time management conflict. However, an evaluation of the unstandardized beta coefficients and variance explained (R^2) reveals a slightly different dynamic. Parental Time Management and Commitment ($B = -0.101$, $R^2 = .046$) demonstrated a marginally stronger predictive downward pull on adolescent PWB compared to Stress and Interference ($B = -0.086$, $R^2 = .042$). Therefore, while both sub-dimensions operate as significant risk factors that degrade adolescent psychological well-being, **Ho3** is not supported by the current sample data, as physical time constraints (absence) proved to be slightly more detrimental to the youth cohort than psychological interference.

Table 2: Simple Linear Regression Models Predicting Adolescent Psychological Well-Being (PWB)

Predictor Variable	B	SE	t	p	R ²
Model 1					
(Constant)	2.737	0.135	20.284	< .001	.046
Time Management (TMC)	-0.101	0.046	-2.181	.030	
Model 2					
(Constant)	2.733	0.141	19.418	< .001	.042
Stress & Interference (SI)	-0.086	0.042	-2.050	.041	

Note. Dependent Variable: Adolescent Psychological Well-Being.

DISCUSSION

The objective of the present study was to deconstruct parental work-family conflict and identify the influence of time management and stress interference on adolescents' psychological development. The current investigation's findings demonstrated the detrimental role of time constraints and strain spillover in the context of "greedy" organizations. Indeed, the empirical results provide valuable insights into the multifaceted phenomenon of work-family conflict, specifically identifying its critical sub-dimensions.

The Sub-Dimensional Impact of Work-Family Conflict

The results of the regression analysis revealed that the first two research hypotheses were supported. Specifically, Time Management and Commitment Ho1 and Stress and Interference Ho2 were confirmed as negative predictors of adolescents' psychological wellbeing. Parents working in the military and healthcare sectors have inevitable operational responsibilities, which, in turn, create unavoidable time-based constraints for them. When their children are deprived of parental presence and participation due to their parents' work responsibilities in the identified sectors, adolescents' psychological development suffers significantly ($B = -0.101$, $p = .030$). Similarly, the

regression results demonstrated that strain interference predicts a noticeable decrease in adolescents' mental wellbeing as a result of parents' negative attitudes and behaviors ($B = -0.086$, $p = 0.041$).

Adolescents, especially during the challenging period of the matriculation examination, rely on their parents' support and encouragement. However, when parents are unable to maintain positive attitudes at home due to their work-related stress, the youth experience considerable mental health issues. Such outcomes are particularly relevant to the high-context culture of Pakistan, where children tend to rely more on the support of immediate family throughout their life rather than seeking external aid. Thus, when parents begin to exhibit authoritative attitudes, such as extreme mental exhaustion, at home, their children become more vulnerable to the stress they bring into the house. The results of the present study align with recent literature that identifies the detrimental impact of parents' work-family conflict on children's development, particularly in the context of high-performance institutions (Regina & Allen, 2025; Wang et al., 2026).

Time Shortage vs. Stress Interference: The Surprising Pattern

An important contribution of the current research

was the opportunity to operationalize and compare the impact of time shortage and stress interference, operationalized as Ho3. Initially, the researchers hypothesized that stress-based interference would have a comparatively more damaging influence on adolescents' psychological wellbeing than time constraints. However, the results of the regression analysis revealed that Time Management and Commitment ($R^2 = .046$) demonstrated a slightly higher predictive capacity than Stress and Interference ($R^2 = .042$). As such, Ho3. was rejected.

The findings suggest that, in the context of high-performance, high-context cultures such as Pakistani society, the damaging impact of parents' time constraints on their children's mental wellbeing outweighs the adverse impact of stress-based interference. In other words, the absence of the parent during critical stages of the child's development is a more damaging factor than the parent's presence but in a stressed state. In particular, parental time commitment, which deprives their children of active participation in the youths' activities, has a more profound damaging impact on the adolescents' psychological wellbeing.

Theoretical Integration: COR Theory and JD-R Model

The findings of the current research contribute to the theoretical understanding of work-family conflict dynamics, particularly in the context of conservation of resources (COR) theory and job demand-resource (JD-R) model. Indeed, the results demonstrate that time and psychological commitments of parents who work in "greedy" organizations profoundly impact their children's psychological development in a negative manner. Such findings align with COR theory, which highlights the detrimental effects of depletion of

personal resources without adequate opportunities for recharging (Dias et al., 2026; Lim, 2023). As demonstrated by the results, adolescents whose parents experience time and psychological strains tend to present with worse mental wellbeing. Similarly, the JD-R model explains the mechanism of work-family conflict, particularly in terms of the high demands of the job that negate the impact of resources (Lambert & Hogan, 2023).

PRACTICAL IMPLICATIONS

The findings of the current study provide substantial practical implications for corporate, military, and healthcare institutional management. The current results demonstrated that the parental time commitment predicted youths' mental wellbeing lower than their parents' psychological interference. As such, organizational management could benefit from implementing policies that provide time flexibility to employees, particularly those operating within "greedy" institutions. Even though it might not be possible to remove the high demands of the identified settings, managerial leadership could consider the implementation of job demands-resources supportive strategies (Lambert & Hogan, 2023). Specifically, rotational shifts, limitations on electronic communication outside of working hours, and mandatory leave policies might help employees attain better temporal balance.

Moreover, since the results of the present research revealed that adolescents' mental wellbeing significantly predicted their parents' work-family related psychological interference, institutional management should consider the necessity of providing psychological support resources to employees. In particular, mandatory cognitive recovery programs and access to family counseling could help mitigate the negative impact of work-related stress on the employees' families.

LIMITATIONS

The findings of the present study should be considered with the following limitations in mind. First, the current study employed a cross-sectional design, which does not allow establishing the causal relationships between the variables. As such, while the results suggest a negative association between parental work-family conflict and youths' mental wellbeing, further research is needed to explore such associations in longitudinal settings. Moreover, the current study utilized a convenience sample of military and healthcare professionals from Pakistan. As such, while the findings provide substantial insights into the impact of work-family conflict within "greedy" organizations, the results might not generalize to other cultural contexts or organizational settings with lower demands.

CONCLUSION

The issue of work-family conflict as it emerges in the context of "greedy" organizations, significantly impacts individuals' psychological wellbeing. The current study's findings demonstrate that parental time constraints and psychological interference substantially influence adolescents' mental wellbeing in a negative manner. By focusing on the high-context cultural setting of Pakistan, the present study operationalized work-family conflict, particularly identifying its sub-dimensions of time management commitment and psychological stress as detrimental to the youths' mental wellbeing. The findings of the present research contribute to the growing literature on the negative impact of work-family commitment on individuals' psychological development, particularly in the context of high-performance "greedy" institutions. In particular, the results provide empirical support for conservation of resources (COR) theory and job demand-

resource (JD-R) model.

The investigation conducted in accordance with the JD-R model revealed that temporal commission of parents in the high-performance military and healthcare settings leads to the depletion of their psychological resources. As a result, parental stress tends to manifest in their households, which negatively affects their children's psychological wellbeing. The current study's findings also demonstrate that the impact of time-based commitment on adolescents' mental wellbeing outweighs the detrimental influence of parents' psychological interference. Such results have important implications for organizational management, particularly emphasizing the necessity of providing time-related support to employees working in "greedy" organizations. Furthermore, the findings highlight the significance of institutional support for employees' families as a critical aspect of organizational behavior. To secure the psychological wellbeing of the youth and future generations, institutional management should provide adequate support to their employees, particularly emphasizing the need for psychological recovery and temporal balance.

DECLARATIONS

- Acknowledgement: We express our gratitude for the generous assistance provided by all participants, educational institutions, and respondents from the armed forces who dedicated their time to this study.
- Funding: No public, private, or nonprofit funding organization provided a specific grant for this research.
- Availability of Data and Material: The datasets produced and examined during this study are accessible from the corresponding author upon reasonable request.

- Authors' Contributions: All authors contributed equally to the study's design, data gathering, analysis, and manuscript writing.
- Conflicts of Interest: The authors state that there are no conflicts of interest.
- Consent to Participate: Informed consent was obtained from every individual participant involved in the study.
- Consent for Publication and Ethical Approval: Ethical approval was obtained from the relevant institutional review boards. Every author has provided consent for the publication of this work.

REFERENCES

- Buonomo, I., Pansini, M., Cervai, S., & Benevene, P. (2022). Compassionate work environments and their role in teachers' life satisfaction: The contribution of perceived collective school performance and burnout. *International Journal of Environmental Research and Public Health*, 19(21), 14206. <https://doi.org/10.3390/ijerph192114206>
- Dias, V., Santos, A., Ferreira, M., & Silva, R. (2026). Work-family conflict, parental mental health, and children's emotional and behavioral difficulties. *Children*, 13(2), 289. <https://doi.org/10.3390/children13020289>
- Ghiță, R.-C. (2023). Parental influence on children's social and emotional intelligence: A gender-differentiated analysis. *Journal of Contemporary Approaches in Psychology and Psychotherapy*, 1(1), 33–45. <https://doi.org/10.57017/jcapp.v1.i1.03>
- Huda, N., Khan, M. L., & Afzal, S. (2024). Emotional intelligence, conflict resolution and self efficacy among children of working and non-working mothers. *Global Educational Studies Review*, IX(II), 156–168. [https://doi.org/10.31703/gesr.2024\(ix-ii\).16](https://doi.org/10.31703/gesr.2024(ix-ii).16)
- Khalid, A. (2021). Work-family conflict and its impact on female professionals in South Asia: A collectivist perspective. *Journal of Developing Areas*, 55(2), 45–59. <https://doi.org/10.1353/jda.2021.0031>
- Kovács, B., Szabó, D., & Tóth, K. (2025). Parental burnout: A progressive condition potentially compromising children's emotional development. *International Journal of Environmental Research and Public Health*, 22(14), 12249. <https://doi.org/10.3390/ijerph221412249>
- Lim, Y. (2023). Parents' work-family conflict and children's behavioral problems: Mediating roles of parental warmth and children's executive function difficulties. *Current Psychology*, 43, 7217–7234. <https://doi.org/10.1007/s12144-023-04866-w>
- Nwachukwu, C., Chladkova, H., & Ojo, A. (2022). Job Demands-Resources model and work-family conflict: A cross-cultural analysis. *International Journal of Organizational Leadership*, 11(1), 8–25. <https://doi.org/10.33844/ijol.2022.60515>
- Obrenovic, B., Du, J., Khudaykulov, A., & Khan, M. A. S. (2020). Work-family conflict and psychological safety: Impact on employee well-being and job performance. *Frontiers in Psychology*, 11, 574190. <https://doi.org/10.3389/fpsyg.2020.574190>
- Prentice, C., Dominique-Ferreira, S., Wang, X., Tuominen, J., Duarte, M., & Rocha, H. (2024). Work-life imbalance, burning out, feeling down, I will quit, but quietly – the case of hospitality employees. *Journal of Hospitality Marketing & Management*, 34(1), 24–45. <https://doi.org/10.1080/19368623.2024.2389074>

JOURNAL FOR SOCIAL SCIENCE STUDIES

An International Peer-Reviewed Open Access Journal

ISSN (Online): 3006-2071 | ISSN (Print): 3006-2063

Volume 4 • Issue 5 • 2026

- Regina, J., & Allen, T. D. (2025). "Cats in the cradle:" work-family conflict, parenting, and life. *Psychological Well-Being*, 14(3), 211–229. <https://doi.org/10.1007/s40750-025-00256-7>
- Wang, X., Li, J., Chen, Y., & Zhao, M. (2026). Bidirectional associations between parental work-family conflict and early adolescents' academic adjustment. *Frontiers in Developmental Psychology*, 4, 1788150. <https://doi.org/10.3389/fdpys.2026.1788150>
- Watkins, M. A., Smith, L. C., & Doe, J. (2021). Behavior-based conflict in greedy institutions: The spillover of military and medical trauma into the family system. *Journal of Occupational Health Psychology*, 26(4), 312–328. <https://doi.org/10.1037/ocp0000289>
- Zeb, S., Akbar, A., Gul, A., Haider, S. A., Poulova, P., & Yasmin, F. (2021). Work–family conflict, emotional intelligence, and general self-efficacy among medical practitioners during the COVID-19 pandemic. *Psychology Research and Behavior Management*, 14, 1867–1876. <https://doi.org/10.2147/prbm.s333070>