

WORK-FAMILY CONFLICT AND ITS DUAL IMPACT: EXPLORING JOB PERFORMANCE AND PROJECT COMMITMENT THROUGH THE LENS OF PSYCHOLOGICAL CAPITAL

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Abstract

Pakistan's development sector is actively operating for the betterment of individuals. During this current study, NGOs working in Islamabad were approached. They use in several areas, i.e. health problems, education, violence against women, poverty eradication, and child labour in several areas. The current study looked at the impact of work-family conflict (WFC) on job performance (JP) and project commitment (PC), with Psychological Capital acting as a moderator (PsyCap). The researcher collects data from 212 project staff of the NGOs sector. Data were collected through self-administered questionnaires and e-mail. There are different tests conducted in this study using SMART PLS 3. The test includes demographic analysis, descriptive analysis, composite reliability, Cronbach's alpha, R-square, correlation analysis, and moderation was a test after bootstrapping. The study's findings indicate that work-family conflict has no effect on job performance but significantly positively impacts Project Commitment. PsyCap has a significant moderating effect on the relationship between work-family conflict and Project Commitment, while PsyCap has non-significance results with job performance, and this hypothesis was rejected. If the PsyCap of an individual is high, he will better perform his work-related tasks, and in the reverse case, if PsyCap is lower, an individual will not perform well his assigned tasks. Further research can be done in different settings or cultures.

INTRODUCTION

In contemporary organizations, a key challenge lies in managing the interplay between work-family conflict and job performance. Achieving equilibrium between professional duties and personal life is essential for enhancing workplace productivity and fostering job commitment. Moreover, cultivating a supportive and psychologically healthy work environment has become increasingly important for sustaining long-term organizational success. An imbalance between professional and personal

responsibilities, often stemming from work-family conflict, can negatively influence outcomes like job performance and organizational commitment (Akintayo, 2010). Modern project-based organisations have become increasingly complex, influenced by various factors, including family and community concerns. The organisations are trying to help employees manage family demands and work-related issues. WFC arises when someone's professional life is interfering with their personal life.

The work-family conflict arises when irregular, extensive work; inflexible work hours; job stress; extensive travel; interpersonal conflict at work; an unsupportive organisation or manager; and career transitions occur. Psychological flexibility has been shown to moderate the negative effects of work-family conflict on job performance (Mahmood et al., 2025).

Work-family conflict is the primary reason a person quits their job, family, and child neglect, which affects their project commitment and job performance. If an individual's PsyCap is high, he can control his stress level; if it is low, he cannot control stress. That means his work is affected due to his PsyCap behaviour. This study was conducted in NGO settings that work for Pakistan's development sector projects. The project staff must travel out of the station for project monitoring and evaluation. Sometimes, if their project areas are very far from their place of work, they have to stay there for a few days, and in this situation, they are cut off from their family life. If the family is supportive and their PsyCap is high, they can achieve project goals and objectives and accomplish project commitment. The researcher explains some articles on the variables mentioned above as explored with different search engines. According to Akintayo (2010), there is disagreement about work-family conflict because it affects job commitment and job performance outcomes. As a result, filling a gap in the literature has necessitated the current study.

1.2 Problem Statement

In non-governmental organizations, project staff are often required to travel for monitoring and evaluation activities across different locations. These professional demands frequently go beyond regular working hours and geographic boundaries, causing tension between work responsibilities and personal life. Such interference can lead to work-family conflict, which may negatively impact employees' job performance and their commitment to ongoing projects. Individuals with high PsyCap tend to respond positively to conflict because they have high levels of resilience, self-efficacy, hope, and optimism. In contrast, people with low PsyCap generally respond negatively toward project commitment and job performance.

1.3 Significance of the Study

If a person's PsyCap is high, they can control anxiety, while people with low PsyCap cannot control stress. That's why PsyCap is an essential factor for job performance and project commitment. The people working with Not-for-profit organisations have to face Work-family conflict due to excessive travel to field areas. As a result, they cannot give appropriate time to their families.

1.4 Aim of the Study

This study aims to investigate the impact of work-family conflict on job performance and project commitment among employees engaged in project-based roles. It further seeks to examine the moderating role of psychological capital in shaping these relationships, to understand how personal psychological resources can buffer the adverse effects of work-family conflict and enhance organizational outcomes.

1.5 Research Objectives

The following objectives have been set for the present research:

- To examine how work-family conflict influences employees' job performance within project-based roles.
- To assess the moderating effect of psychological capital on the relationship between work-family conflict and job performance.
- To explore the association between work-family conflict and project commitment to their projects.
- To evaluate the moderating role of psychological capital in the link between work-family conflict and project commitment.

2. LITERATURE REVIEW

2.2.1. Work-Family Conflict

According to Asbary (2020), Work-family conflict affects job satisfaction and performance. It is a matter of great worry that employees have less time for their family as they need more strength for their job. Zahoor, Abdullah, and Zakaria (2021) argue that high-performance work practices and job stress affect work-family conflict. Work-family conflict typically arises when professional responsibilities begin to encroach upon personal life, creating psychological

strain and reducing one's ability to meet familial obligations. Recent research confirms that such conflict is significantly associated with emotional exhaustion and adverse mental health outcomes, particularly among working professionals in high-pressure environments (Ma, Xu, & Zhang, 2025).

As per the findings of Eutsler et al. (2018), evidence supports the influence of work practices as a notable business-associated demand variable, influencing work-family conflict and collective energy. Stanley et al. (2025) found that WFC significantly contributes to psychological distress and reduced family life satisfaction among UK social workers, suggesting that organizational interventions are essential to promote well-being. Similarly, Chaves-Montero et al. (2025) identified WFC as a key predictor of emotional exhaustion, linking it to burnout, anxiety, and turnover intentions in global social work settings. Zhao et al. (2021) state that Parents' Shift Work creates Work-Family Conflict and Mental Health.

Butts et al. (2013) found that work-family conflict affects employee attitudes and job performance. Job satisfaction is essential for working in any organization, but work-family conflict impacts it (Amstad et al., 2011). WFC also occurs when a supervisor yells at a worker, and this rude behavior can cause stress, lower energy levels, and irritability at home. Brough and O'Driscoll (2005) found that home issues can lead to problems at work, which results in work-family conflict and poor job performance.

Furthermore, Kurtz (2011) explained that work-family conflict arises when you miss an important event of your child at school. Netemeyer et al. (1996) added that conflict negatively impacts your life when family needs you, but you are not available for them.

Kalliath et al. (2017) found that employees spend a significant amount of time at work, leading to an imbalance between work and family roles that negatively affects their comfort and well-being.

According to researchers like Senjo (2011), if you drive to work in the morning and witness a violent incident, an accident, or hear news on TV or the radio, it might cause unpleasant emotions and low energy at work. Behaviour-based conflict is the third constraint (Brough & O'Driscoll, 2005; Netemeyer

et al., 1996). This happens when you're unable to prioritize work over family responsibilities, leading to conflict (Brough & O'Driscoll, 2005; Netemeyer et al., 1996).

2.2.2. Work-Family Conflict and Job Performance

According to the findings of Purwanto, Hidayat, & Asbari (2021), work-family conflict affects workplace commitment and performance. Changes in workforce demographics—such as the increase of dual-career couples—and the changing nature of work, especially the growth of administrative-sector roles, have led to more work-family conflict in recent years. This conflict has been shown to harm both employee well-being and organizational performance (Thomas, 2024; Iqbal, Zaheer, & Arfeen, 2025).

Butt and Hussain's (2021) study explained that work-family conflict and emotional intelligence positively affect job performance. According to Frone (2000), work-family conflict and job performance are influenced by home life, non-married partners, and non-work factors. Work-family conflict arises due to job stress and organisational commitment, affecting job performance, according to Nart and Batur (2014). The study by Wattis et al. (2013) focuses on balancing work and family life.

According to Medina et al. (2017), the openness of work-family methods may affect specific workers' mental points, views, presence of mind, and admission to work-family strategies associated with agents' thriving and occupation execution. They say that employees' psychological and behavioural changes have an impact on work-family conflict and job performance. Work-related help, according to Kelly et al. (2012), can improve job performance and lessen work-family conflict. If a person's or a boss's family has a strong positive attitude toward one's own life, it might impact an employee's work environment and performance.

As indicated by De Jonge and Dormann (2003), the new wonder of developing the workforce, for example, most of the couples who perform the double job, both couples are working couples, with the evolving notion of work lessening the edge of contentions in the work-family framework, which may unwittingly influence employee competence, defiantly influencing job performance. The researchers like Obrenovic et al. (2020) explained

that work-family conflict impacts psychological safety and well-being, affecting job performance. When it comes to work-family conflict and family-work conflict, Frone (2000) views the family as an entity with obligations and responsibilities toward children, spouses, and home life. In contrast, family-work conflict is a structured dispute that works the other way around (Netemeyer, Boles, & McMurrian 1996). Abbas and Nasir (2020) pointed out that job stress, work overload, work-family conflict, I C T, and job satisfaction affect job performance. Work-family conflict has a significant negative impact on job satisfaction, but religiosity has a notable positive influence on employee performance, according to Radita et al. (2021). Medina et al. (2021) found that family responsibilities influence the relationship between work-family conflict and job performance. Social support, which benefits employees at all levels of a company, is one of the formal and informal solutions for work-life balance (Kossek, Lewis, & Hammer, 2012). Steffensen et al. (2021) suggested that daily e-mail responses regarding job strain affect work-family conflict and job performance.

Hypothesis 1. Work-family conflict has a significant negative impact on job performance

2.2.3 Psychological Capital's Moderating Role

The first idea of psychological capital theory was conducted by Luthans (2002), who distinguished it into four subcategories. These are self-efficacy, expectations, positive thinking, and diligence. According to Wang, Wang, and Xia (2018), persons with a greater level of PsyCap can adjust and control pressure, which is a good component. In contrast, people with a lower PsyCap are unable to alter and regulate pressure. According to Asbari (2021), Psychological Capital has a significant positive impact on individual behaviour. Rego et al. (2012) investigate that individuals with high psychological capital can achieve targets. According to Shahzad (2021), psychological capital positively correlates with job autonomy and performance. According to Aslam and Bilal (2021), certified project management professionals support certification and performance. However, the study dismisses the role of psychological capital and performance. Wirawan, Jufri, and Saman (2020) states that authentic

leadership and psychological capital affect job performance. Ciftci and Erkanil (2020) argue that positive psychological capital positively affects the relationship between leadership style and work engagement. According to Xu (2020), intervening psychological capital belongs to the family doctor's psychological well-being and motivation for effective performance.

Hypothesis 2. Psychological capital moderates the relationship between work-family conflict and job performance. The high value of Psychological capital will strengthen the relationship, while a low value of Psychological capital will weaken it.

Hypothesis 4. Psychological capital moderates the relationship between work-family conflict and project commitment; a high value of Psychological capital will strengthen the relationship while a low value of Psychological capital will weaken it.

2.2.4 Job Performance

Koo et al. l. (2020) proposed that job performance is an effective instrument for companies. Furthermore, performance increase can be interpreted into several attractive rewards for workers, like increased pay, promotions, assignment of new tasks, and recognition and praise when organisational goals are achieved. All organisations are very focused on highly motivated employees and have a concept of Job performance can be defined as the activities or set of actions that an employee performs and add to the achievement of organisational goals (Campbell & Wiernik, 2015). Scholars like Mohsin and Zahid (2012) expressed that excellent job performance can partition time and workloads. Technical occupation execution (or task performance) is correlated to possessing and developing an association's expert epicentre. Relational employment execution (or Contextual performance) is a core factor of one's Interactive skill information supporting the extra widespread communal situation in which the expert centre must operate. The past research emphasises two aspects:

- (1) The implication of upholding high employment implementation by employees
- (2) Discovering the best methods to enhance job performance.

The initial point is that increasing a highly fruitful profession leads to huge earnings and inducements to accomplish their work in a high-quality means. Motowidlo and Van Scotter (1994) anticipated two aspects of performance on an employee. Scholars like Mohsin and Zahid (2012) described that excellent job performance could separate time and workloads. Worker behaviour was divided into two categories by Borman and Motowidlo (1993): task performance and conceptual performance. Workforces respond differently depending on which of these two performance classes they fall into. Job/task performance is the inadvertent support for a manufacturer or service provider's commercial activity. In contrast, conceptual performance has little to do with the organisation's goals and instead focuses on individual actions (Li et al., 2012).

To achieve maximum job performance, there is a greater need for the successful execution of conceptual and task performance, which will increase employee self-confidence.

When an employee's performance is excellent, it boosts their self-confidence, ability to meet significant targets and milestones, and job satisfaction (Sonnentag & Frese, 2002). Workers are, without a doubt, many of the most efficient people in any business unit. They will succeed in their mission. Consequently, when organisations evaluate/interview a selection of staff, they must be very vigilant in the finalisation of staff as it is much critical portion of recruitment and selection; if that process is performed professionally, organisations could be advantageous by hiring high performers or great work-oriented individuals (Soomro et al., 2018). The focus on the second number emphasises working environment, development, and training opportunities for employees to improve job performance and job safety (Borman, 2004).

2.2.5 Project Commitment

According to Zhu et al. (2021), project managers' emotional intelligence and project performance have an effect through the intervention of project commitment. Project commitment was first defined as "understanding of and concrete confidence in the estimations of the task and objectives, willingness to participate in the project actively, and desire to maintain involvement in the set of objectives"

(Mowday et al., 1979), indicating that coworkers with significant responsibilities see achieving project goals as their responsibility (McDonough, 2000).

Further, coworkers can similarly seek first-hand knowledge by thinking about dissatisfaction (McGrath, 2001; Shepherd et al., 2011). Due to these advantages, coworkers who feel high responsibility for the project had the additional strategic motivation to reproduce previous dissatisfaction, alter their behaviour to admit project aims, and achieve better than execution.

Henceforth, they will use their initiative to observe wide-ranging procedures to pursue post-project aims, such as opting for new talents, modifying their set of activities (Hoegl et al., 2004). Notwithstanding that accomplishment, like an indication, provides persons with possibly reasonable arrangements, dissatisfaction can be similarly turned into a dynamic learning source (Shepherd et al., 2011, 2014). Subsequently, they will efficiently show concern in group learning, information sharing, and administration (Hislop, 2003).

The findings of (Wang et al., 2018) observations validate that personal control can strengthen a project commitment's impact on learning from unsuccessfulness. The final project accountability model established that acute followers were intragroup crash (in a negative heading) and understanding others (positive course). Optimistic approaches were predicted just self-governing from any other understanding. In contrast, adverse mental states were predicted by an intra-group crash (emphatically), self sympathy (perversely), and understanding of others (harmfully) (Park et al., 2017).

Therefore, managers must allow employees to structure an accurate acknowledgement design and improve their control. Supervisors would similarly form symbolic self-rule over and done with the task and give feasible guidance to improve employee capability, which is valued for their sense of individual control.

In this way, they will attempt additional activities to earn from their dissatisfaction. Similarly, a recent study shows that people with a lot of responsibility are more likely to make extra commitments to people, such as travelling to gather movements and sharing knowledge, because they frequently believe

that they need to give information and data to their teams (Jarvenpaa & Staples, 2001).

Hypothesis 3: Work-family conflict has a significant negative effect on project commitment

3. THEORETICAL/CONCEPTUAL FRAMEWORK

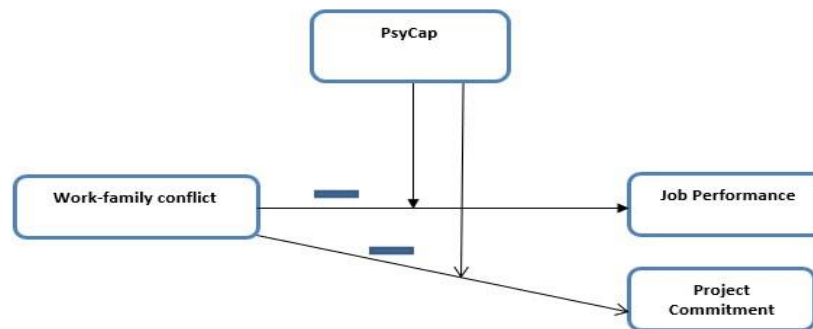


Figure A: Research Framework

3.2 Hypothesis Development

The Current study suggested the following four hypotheses:

H1: Work-family conflict has a significant negative impact on job performance.

H2: Psychological capital moderates the relationship between work-family conflict and job performance. The high value of psychological capital will strengthen the relationship, while a low value of psychological capital will weaken it.

H3: Work-family conflict has a significant negative effect on project commitment.

H4: Psychological capital moderates the relationship between work-family conflict and project commitment; a high value of Psychological capital will strengthen it, while a low value of Psychological capital will weaken it.

4. RESEARCH METHODOLOGY

The following information is used as a research methodology, which provides a mechanism to the researcher:

4.1 Sample selection and technique

3.1 Research Framework

Work-family conflict was used as an independent variable in this research study. PsyCap was used as a moderating variable between independent and dependent variables, such as Project Commitment and Job Performance.

The researcher utilized a convenience sampling method, which is a non-probability sampling strategy. The survey data was collected through questionnaires from project-based non-governmental organisations in Islamabad/Rawalpindi. The primary data was collected by using a quantitative research method. Hair et al. (2010) formula was used to collect a total number of questionnaires.

4.2 Population frame

The final research data was collected from the project staff of Islamabad/Rawalpindi. A total 300 questionnaires were distributed, but 220 were returned, out of which 8 were with some missing information, so the researcher accepted 212 complete questionnaires, which were enough for the current study.

4.3 Unit analysis

The project staff of the NGO was analyzed as the unit of analysis. Business and Management research uses three types of research: individual, group, and organization.

4.4 Type of Study

The study is causative, as it looks at the impact of work-family conflict on job performance and project commitment, with PsyCap serving as a moderator.

4.5 Time horizon

The present research uses a cross-sectional time horizon, as this is a causal study, and it was conducted one time only.

4.6 Measures

The researcher uses demographic questions like age, gender, and job experience in the first section. The second section consisted of five-point Likert scale questions.

According to the researchers, the 8-item work-family conflict scale established by Kopelman, Greenhaus, and Connolly (1983) has excellent reliability ($r = 0.89$). Kock (2005) developed a six-item job performance scale with a reliability of 0.86, which was validated in the field. Luthans et al. (2007b) developed the PsyCap scale, with an Alpha reliability of 0.88 and 24 items. Project Commitment was measured using Pinto et al.'s (1993) five-item scale with $\alpha = 0.86$ reliability.

4.7 Data collection procedures

For the current study, quantitative research data were used as the primary data gathering method. The five-point Likert scale method, ranging from 1=strongly disagree to 5=strongly agree, was used, and the instrument consists of 43 items from all four variables.

4.8 Data analysis techniques

The researcher used SPSS software for data entry and SMART PLS 3 for data analysis, such as descriptive analysis, correlation analysis, and regression analysis, as did prior researchers (Ishaq et al., 2013).

4. Results and Discussion

4.1. Descriptive statistics and analysis

The researcher uses SPSS software for data entry and SEM SMART PLS 3 for data analysis, such as demographic, correlation, and regression tables, construct validity and reliability, R^2 , and moderation effect after bootstrapping.

Table 1.
Demographic Analysis (Gender)

Frequency

Gender		
	Male	123
	Female	89
Total		212

Table 1 represents the demographic analysis. As shown above, a total of 123 male and 89 female project staff participated in this research.

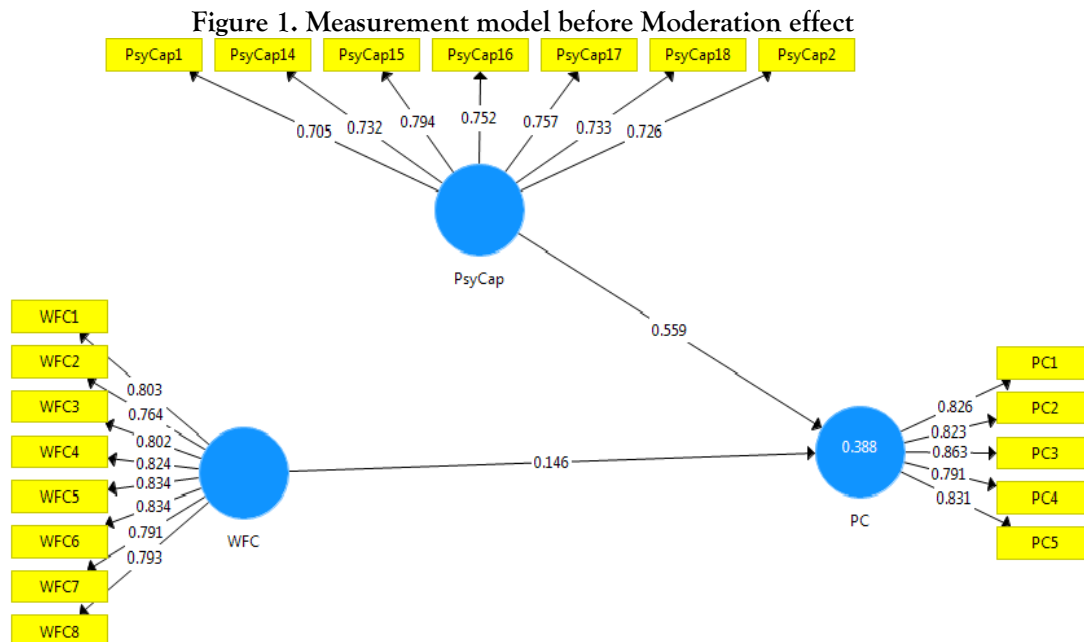
Table 2.
Demographic Analysis (Age in years)

		Percent	Per cent	Valid Percent	Cumulative Percent
Valid	20-30 years	94	44.3	44.3	44.3
	31-40 years	75	35.4	35.4	79.7
	41 and above	43	20.3	20.3	100.0
	Total	212	100.0	100.0	

Table 2 shows the demographic analysis, and we can see 44.3%, which was a high number from the age group 20-30 years. Then 35.4% from 31-40 years followed by 20.3 % from 41 years and above.

4.2 Valuation of the Measurement Model

The researcher evaluated the measurement model using SMART PLS 3 to ensure the instrument's reliability and validity (Ringle et al., 2015). The researcher assessed the discriminant validity, reliability, and convergent validity of the measurement model.



To achieve convergent validity, all factor loadings with values less than 0.5 were removed from Figure 1 (Hair et al., 2004). (2010). Work-family conflict (WFC) has eight items, none of which were deleted because they all had a value greater than 0.5; seven items were deleted from PsyCap, leaving only 24 items in this variable, and no item was deleted from project commitment (PC). The Average Variance Extract (AVE) and Cronbach's Alpha were then calculated.

All of the beta values are significant concerning the dependent variable. PsyCap beta value has a positive relationship with project commitment of 55.9 percent. Work-family conflict (WFC) has a beta value of 14.6 percent, indicating a positive relationship with project commitment; no items were deleted from the final dependent variable, Project Commitment, because they were all within an acceptable range.

Table 3.
Construct reliability and validity

	composite	Composite Reliability	Average Variance Extracted (AVE)
PC	0.885	0.916	0.685
PsyCap	0.865	0.896	0.552
WFC	0.923	0.937	0.649

The construct reliability and validity are explained in Table 3 above. Cronbach's alpha for all three variables is within the acceptable range (> 0.70), which is used to determine the data's internal consistency.

Alpha values greater than 0.9 are considered excellent; those less than 0.8 are considered good; those less than 0.7 are considered unacceptable, according to George and Mallery (2003). On the other hand, some scholars believe

that 0.60 is equally appropriate. All of our variables have Cronbach's Alpha values within acceptable limits, as seen in the table above. Internal consistency and scale reliability are checked using Cronbach's alpha, widely used in Likert scale inquiries to ensure that they are consistent and reliable. According to the data in the preceding table, the composite dependability of all variables is better than 0.70, which is within an acceptable range. The values in the third column of the table are also within the allowed range of >0.50, as shown in the previous column. (1981; Hair et al., 2014; Fornell Larcker, 1981; Hair et al., 2014). As a result, the data in the preceding table reveals that our model is dependable and valid, as all the values are within acceptable ranges.

Table 4.
Discriminant Validity

	AVE	PC	PSyCap	WFC
PC	0.685	0.827		
PsyCap	0.552	0.608	0.743	
WFC	0.649	0.331	0.332	0.806

To test the discriminant validity, we take the square root of the AVE of a specific construct and multiply it by the correlation between constructs to ensure no multicollinearity because all diagonal values are more significant than the Average Variance Extract.

Table 5.
Valuation of Latent Variable Correlations

	PC	PsyCap	WFC
PC	1.000		
PsyCap	0.608	1.000	
WFC	0.331	0.332	1.000

The correlation between latent variables is shown in Table 5, and it should be between -1 and +1 in the range shown. A positive correlation coefficient indicates a strong association between variables, whereas a negative correlation coefficient indicates a negative relationship. According to the table above, PsyCap ($r=0.608$) has a strong positive relationship with the PC. WFC $r=0.331$ indicates a statistically significant positive association between project commitment and WFC (PC).

Table 6.
Total Effect after Moderation and Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Findings
Moderating Effect 1 → PC	-0.113	-0.115	0.042	2.672	0.008	Supported
PsyCap → PC	0.553	0.554	0.053	10.382	0.000	Supported
WFC → PC	0.138	0.148	0.053	2.627	0.000	Supported

Table 6 shows the outcomes of the moderation and bootstrapping processes together. It is statistically significant that our hypothesis is supported by the mean, standard deviation, t-statistics, and P values, among other things. PLS-SEM employs a nonparametric bootstrap approach to test the significance of route coefficients, but it does not explain why data is usually distributed in the first place (Davison & Hinkley, 1997; Efron & Tibshirani, 1986).

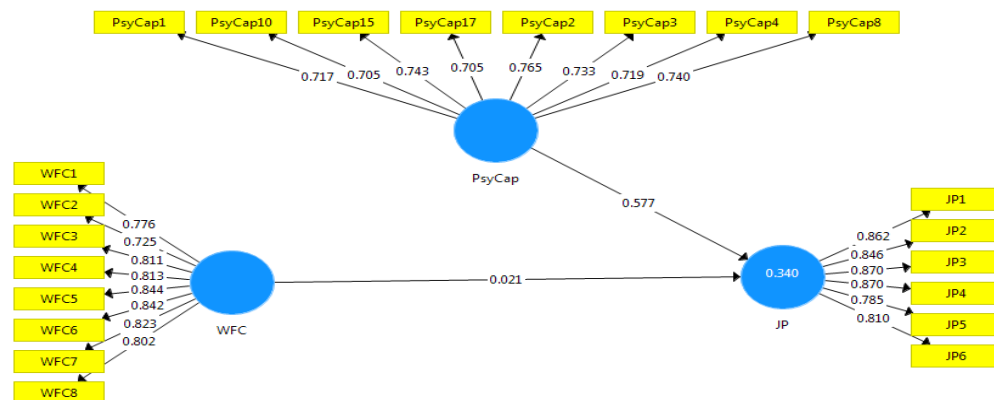
Table 7. Coefficient of Determination (R^2)

	Before Moderation	
	R^2	R^2 Adjusted
Pc	0.388	0.382

This is illustrated in Table 7, which shows a 38.2 percent variance in the dependent variable induced by the independent variable due to the independent variable's coefficient of determination (R^2). Significant values are those that are more than 0.26, according to Cohen (2000). Because our R^2 values are in the middle of the range, we have statistically meaningful results.

Model 2 Results

Figure 2. Measurement model before the Moderation effect



The above figure shows all factor loadings of WFC as no item was deleted, as all have values in an acceptable range of 0.7 and above to obtain convergent validity. WFC beta value is 2.1 %, which positively affects job performance. WFC5 has 0.844 values, which contribute to job performance (JP). While WFC2 has .725 lowest values between all constructs and shows the lowest contribution to JP, it is still in the acceptable range, as it should be above 0.7 to get Cronbach's Alpha value >0.7 and Average variance extracted (AVE), which should be more than 0.5. PsyCap beta value is 57.7, which shows a positive relationship with job performance. PsyCap initially had 24 items, but after running the algorithm, we deleted all items whose value was less than 0.7. Therefore, only eight items were left after elimination, and those items were kept whose factor loading value was more significant than 0.7. PsyCap2 has the highest value, which is 0.765. It is a more significant contribution towards Project Commitment.

Table 8.
Construct reliability and validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
JP	0.917	0.935	0.707
PsyCap	0.874	0.901	0.531
WFC	0.923	0.936	0.648

After factor loading and elimination of all items with values less than 0.7, which has a principle of SMART PLS 3 to achieve a Cronbach's Alpha value in an acceptable range, we can see from Table 8 above that JP has a Cronbach's Alpha value of .917, which is $>.70$ and acceptable according to the above-mentioned software. Composite reliability is 0.935 for JP and is in an acceptable range of >0.70 , and the same variable AVE is also in an acceptable range of >0.5 . PsyCap Cronbach's Alpha value is .874, composite reliability is .901, and AVE is .531, all of which are in an acceptable range. The next variable is WFC, which is the independent variable; all values of Cronbach Alpha, composite reliability, and AVE are in an acceptable range. So our model is reliable, and validity exists.

Table 9.
Discriminant Validity

	AVE	JP	PSyCap	WFC
JP	0.685	0.841		
PsyCap	0.552	0.583	0.729	
WFC	0.649	0.180	0.275	0.805

The construct's discriminant validity can be determined by dividing the AVE by the square root of the construct's discriminant validity, as given in Table 9. We can see from the table above that there is no difficulty with multicollinearity when all of the bold diagonal values are considered. To evaluate if the constructs in a model are positively linked, discriminant validity must be assessed.

Table 10.
Valuation of Latent Variable Correlations

	JP	PsyCap	WFC
JP	1.000		
PsyCap	0.583	1.000	
WFC	0.180	0.275	1.000

The correlation table checks external consistency. According to Pearson, correlation values should range between -1 to +1. Table 10 shows that all values are in an acceptable range, showing a significant positive relationship.

Table 11.
Total Effect after Moderation and Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Findings
Moderating Effect 1 ->JP	0.007	-0.001	0.066	0.113	0.910	Not Supported
PsyCap -> JP	0.577	0.586	0.065	8.943	0.000	Supported
WFC -> JP	0.021	0.034	0.055	0.385	0.700	Not Supported

Table 11 mentioned above shows the total effect after applying moderation and bootstrapping. We can see from the P-value that the moderation effect is non-significant and not supported. Work-family conflict is also not supported and is non-significant. So this will reject our hypothesis. Barron and Kenny suggest three steps for moderation: first. If the relationship of the independent variable towards the dependent variable is acceptable, then go to the next step, which is the moderation effect. In the present study, the relationship between the two variables is not acceptable, so we should stop further research.

Table 12.

Coefficient of Determination (R^2)

	Before Moderation	
	R^2	R^2 Adjusted
Pc	0.340	0.334

Table 12 shows that the R^2 adjusted value is 0.334, which means 33.4 % variance in the dependent variable caused by the independent variable.

We can see from our results using SEM-SMART PLS 3 that two of our hypotheses (H1, H2) are rejected, and three of our hypotheses (H3, H4) are accepted, which is consistent with our expectations. When it came to project commitment, PsyCap was an excellent moderator that was approved with significant results. Still, this was not an effective moderator in the current study when it came to job performance. There are many differences in cultures and working conditions in Pakistan; thus, this is not applicable in our context, but it may be applicable in other studies or cultures.

CONCLUSION

5.1 Conclusion and Discussion

The current study investigates whether the mediator PsyCap has been employed previously in the relationship between work-family conflict and job performance, and the association between work-family conflict and project commitment. Our H1 hypothesis was rejected because Work-family conflict hurts job performance. The project staff working in the NGO sector face work-family conflict as they have to go out of the station to monitor their projects. So, in this case, their family life is disturbed, especially for married women. Our results show that fewer married women are working in the NGO sector as they cannot manage their family life and job performance together.

The second hypothesis, H2, demonstrates that PsyCap can moderate the relationship between work-family conflict and job performance. There was no

evidence of a moderating effect in the relationship discussed above. Individuals' job performance will improve as their PsyCap increases; nevertheless, in some cases, project staff members' work-family conflict will worsen, which will negatively impact their job performance in other situations.

Work-family conflict damages project commitment, according to the third hypothesis, H3. The fourth hypothesis, H4, has a considerable moderating influence on the link between work-family conflict and project commitment, according to the fourth hypothesis, H4. In the previous hypothesis, PsyCap was rejected, but with the project commitment, it was accepted. It may be due to the cultural effect in our society. If a life partner is supportive, there are fewer chances of work-family conflict, which can also improve job performance.

PsyCap works differently in cultures; we have mainly four primary cultures in Pakistan: Pakhtoon, Sindhi, Balochi, and Punjabi. Every culture has different values and supporting behaviors towards the partner. In the current era of technology, we can see women working in every field of life. So, we can say they play an essential role in their partner's life to overcome work-family conflict through PsyCap, hence it improves job commitment. Regarding women working in NGO sectors, if they have less work-family conflict, their job performance improves, which can be more effective. Furthermore, if employees provide more child care support at the workplace, this can help to increase their job commitment. Spousal support plays a vital role in reducing work stress and decreasing work-family conflict.

5.2 Limitations

The current research has some limitations due to time constraints, as it only focused on non-governmental organisations of Rawalpindi/Islamabad. Further research can be done on the data collected from all provinces of Pakistan.

5.3 Future direction

Future research can be done with different moderating variables, as PsyCap was not accepted in this model for project-based organisations. It may be due to cultural effects, but it can be tested with other cultures, i.e., Europe. It is also suggested that the same variables be tested with other fields, such as medical and Police departments. Further research can be done with other moderating variables like spousal support and leadership behaviour. Also, further research can be done on other project-based organisations, like the construction industry and the information and communications technology sector.

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