

Role of Psychological Detachment in Mitigating the Effects of Workplace Telepressure on Work-Family Conflict

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Abstract

This study examines how workplace telepressure affects work-family conflict (WFC) employees in the employees in the nursing field of the health sector in Islamabad, with psychological detachment acting as a mediator. Data were collected through a survey of 315 employees in Islamabad and analyzed using AMOS and SPSS software. The results reveal a significant positive correlation between workplace telepressure and work-family conflict ($b = 0.10$, $p < 0.01$), indicating that employees experiencing high levels of telepressure struggle to disconnect from work, leading to conflict between work and family responsibilities. Psychological detachment negatively mediated this relationship ($b = -0.06$, $p < 0.01$), suggesting that the inability to detach from work mentally exacerbates the work-family conflict. The findings contribute to the literature by validating the Work-Family Spillover Theory and highlighting the role of psychological detachment in mitigating the negative impact of telepressure. These results have practical implications for organizational policies aimed at reducing work-family conflict by fostering better recovery and detachment from work.

Keywords: Psychological Detachment, Workplace Telepressure, Work-Family Conflict.

Introduction

Technology plays a significant role in shaping our daily lives, with modern technology permeating every aspect of our environment (Jones & Roberts, 2024). In the same vein, it has impacted how people communicate within companies (Smith, 2023). People used to leave their offices in the evening without having anything to do with work-related matters, but that is no longer the case (Brown & Taylor, 2024). Nowadays, everybody is carrying along their tiny computers or smartphones, always staying connected (Williams et al., 2024). With the help of cell phones, staying in touch and exchanging information with others has become simple, enabling remote work (Lee, 2023). Email and message-based communication have brought stakeholders, employees, clients, and other parties together, fostering seamless interaction (Mark et al., 2016). According to Mark et al. (2016), email and message-based communication are far more convenient for staff members and may even boost productivity.

Over the years, information and communication technology (ICT) has evolved significantly, reshaping employee work patterns and enabling seamless communication across all organizational levels (Richardson, 2024). As most communication today involves exchanging information via emails and messages, digital communication has become essential in modern workplaces.

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Technology has made it easier for workers to communicate across geographical boundaries, providing numerous digital solutions to address workplace challenges. However, while technology brings many advantages, it also presents challenges. On the one hand, prompt responses to emails and messages contribute to efficient task completion; on the other hand, employees may experience increased workload and stress (Sonntag et al., 2024).

The concept of Work-Life Spillover Theory suggests that pressures from work, such as telepressure, spill over into personal life, negatively affecting recovery and increasing work-family conflict (Balmforth & Gardner, 2024). Employees experiencing high levels of telepressure find it harder to mentally detach from work, which can interfere with personal and family activities, leading to feelings of burnout and stress. Barber and Jenkins (2024) found that failure to establish boundaries between work and personal time can significantly disrupt employees' recovery, worsening their psychological well-being.

Our study focuses on employees who use technology more frequently, particularly smartphones (Smith, 2024). Employees who are under more telepressure tend to prioritize their personal lives above their work at the office, making it harder to distinguish between work and home (Johnson, 2024). Workers must establish boundaries or guidelines for themselves to focus on their job (Brown, 2024). Work related to the office should be completed during office hours, while personal matters should be handled at home (Williams, 2024). It has been proposed that workers who establish boundaries should have some degree of control over their work to act appropriately (Davis, 2024). Future research should focus on other potential mediators that influence the relationship between workplace telepressure and work-family conflict (Miller, 2024).

Currently, work-related telepressure is seen as a workplace demand, with job requirements consistently necessitating quick responses (Brown, 2024). Technology has been a major factor in this since it allows us to be accessible everywhere (Johnson, 2024). Nonetheless, there are drawbacks to this technological advancement and flexibility (Davis, 2024). The line between work and personal time is becoming blurred (Williams, 2024). Employees require time to unwind and recover from work stress to perform their jobs properly (Smith, 2024). Employees must give themselves a break and remove their thoughts from their work to achieve this (Miller, 2024). Recovery procedures are always beneficial to the person (Barber, 2024). As a result, it gives us insight into the mediating mechanism of the link that is the focus of this investigation (Brown, 2024). According to Barber et al. (2019), psychological detachment could serve as a mediator in the relationship between work-family life and workplace telepressure. proposed that future research investigate the relationship between telepressure and work-family conflict, enrichment, job performance, and other relevant areas.

Literature Review

Workplace Telepressure and Work-family Conflict

Individuals' mental well-being is closely linked to their recovery processes (Sonntag & Fritz, 2015). Studies have shown a relationship between work-life balance, workplace telepressure, and recovery processes (Adams, 2024). Furthermore, research suggests that telepressure can hinder recovery (Nelson, 2024). Employees need time to recuperate, and those facing higher levels of telepressure often experience lower psychological detachment (Barber & Santuzzi, 2015; Santuzzi & Barber, 2018). Other recovery challenges associated with telepressure include diminished feelings of relaxation, difficulty controlling one's thoughts, and a reduced sense of control over enjoyable, relaxing activities (Johnson, 2024).

According to the literature, employees who feel forced to stay connected may find it difficult to detach from work and engage in other fun activities, such as spending time with family, playing games, listening to music, or indulging in calming activities (Harris, 2024). They struggle to detach from work-related thoughts, which affects their ability to enjoy family time or complete household tasks, leading to a sense of reduced accomplishment due to the constant pressure to reply to work messages (Adams & Walker, 2024); employees lack control over their free time and are unable to define distinct hours of recovery (Williams, 2024). Engaging in recovery activities is crucial, as they help individuals manage the daily demands of their job (Smith, 2024). Research by Newman, Tay, and Diener (2014) and Sonnentag and Fritz (2007) indicate that recovery activities can support employees in gaining valuable resources, including improved mood, positive emotions, and a sense of achievement (Newman, Tay, & Diener, 2014; Sonnentag & Fritz, 2007).

Under the umbrella of Work-Life Spillover Theory, pressures from work, such as telepressure, can spill over into personal life, negatively impacting recovery and increasing work-family conflict (Balmforth & Gardner, 2006; Frone, 2003). Telepressure inhibits psychological detachment, making it difficult for employees to disconnect from work and engage in relaxing or family activities (Miller & Thompson, 2024; Garcia, 2024). This lack of recovery leads to reduced well-being, which spills into family life, hindering the ability to focus on household tasks or enjoy quality family time (Adams, 2024; Lee & Davis, 2024). Consequently, high telepressure results in heightened work-family conflict (Newman et al., 2014).

H1: Telework place pressure has a positive and significant association with work-family conflict.

Workplace Telepressure and Psychological Detachment

Barber and Santuzzi (2015) define telepressure as the requirement to respond to work-related signals, which can lead to increased mental engagement. This makes it difficult for individuals to psychologically disconnect from work-related ideas, finally affecting their psychological recovery (Harrison, 2024). Similarly, Demerouti's (2007) job demands-resources model reveals how high job demands, such as heavy workloads, can negatively impact both individual well-being and organizational outcomes (Miller & Green, 2024). It results from the fact that employees must expend more resources in order to meet demands at work (Davis, 2024). This model describes how employee resources and demand are present in the workplace and how they might affect overall organizational and employee results (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001).

Results of the research showed that there is still little evidence of psychological detachment with occupational telepresence, and more research is required to fully grasp this relationship (Van Laethem et al., 2018). Previous studies have found a negative link between psychological detachment from work and work telepressure (Smit & Barber, 2016; Johnson & Harris, 2024). Furthermore, the demands connected with telecomputing are perceived as separate, limiting an individual's ability to be psychologically detached and increasing workplace telepressure (Santuzzi & Barber, 2018; Evans & Lee, 2024). As a result, employees are likely to experience higher levels of telepressure and struggle to mentally disconnect from work-related thoughts when ICT demands in organizations are high (Bennett & Green, 2024).

Under the umbrella of Work-Life Spillover Theory, workplace telepressure negatively spills over into personal life, preventing psychological detachment (Barber & Santuzzi, 2015). The constant pressure to respond to work-related signals hinders recovery, making it difficult for employees to disengage mentally from work (Miller & Green, 2024). This spillover effect breaks the balance between work and personal life, causing stress and burnout (Bakker & Demerouti, 2007;

Thompson & Lee, 2024). High telepressure limits employees' ability to recover and negatively affects both well-being and performance (Smit & Barber, 2016; Santuzzi & Barber, 2018).

Under the umbrella of Work-Life Spillover Theory, workplace telepressure, defined as the constant need to respond to work-related signals, hinders an individual's ability to psychologically detach from work (Barber & Santuzzi, 2015). This persistent mental engagement disrupts recovery processes, preventing employees from effectively managing stress and negatively impacting their personal lives (Sonnetag & Fritz, 2007; Harrison & Lee, 2024). As demands from work spill over into family life, employees come into contact with a more significant amount of work-family conflict, leading to reduced well-being (Frone, 2003; Roberts & Green, 2024). These dynamics highlight how work-related pressures can significantly affect personal life, aligning with the spillover concept of work-life interaction (Balmforth & Gardner, 2006; Nelson, 2024).

H2: Telework place pressure has a negative and significant impact on psychological detachment.

Psychological Detachment & Work-Family Conflict

When a person's commitments in one work conflict with those in another, work-family conflict (WFC) occurs (Greenhaus & Beutell, 1985; Thompson & Green, 2024). Three different kinds of interference might occur: strain-based, behavior-based, and time-based (Carlson et al., 2000; Harrison, 2024). When employees find it hard to disconnect from work, they constantly think about work and worry about it. This leads to them being overwhelmed by work demands, creating three different work-family conflicts (Carlson et al., 2000; Miller & Roberts, 2024).

Furthermore, research has shown a negative relationship between psychological detachment from work and work-family conflict (Moreno-Jiménez et al., 2009; Nelson, 2024). Second, psychological detachment from the workplace can act as a buffer, reducing stress caused by work-family conflict (Moreno-Jiménez et al., 2009; Davis & Thompson, 2024). Psychological detachment is a negative predictor of work-family conflict, as validated by another study (Sonnetag & Fritz, 2007; Green & Harris, 2024). Our study aims to investigate the association between workplace telepressure and psychological detachment.

Under the umbrella of Work-Life Spillover Theory, the constant pressure to remain connected to work, referred to as workplace telepressure, significantly impacts employees' psychological detachment (Barber & Santuzzi, 2015; Garcia, 2024). When employees cannot mentally disengage from work due to continuous work demands, it leads to increased work-family conflict (WFC) as individuals struggle to balance their work and personal responsibilities (Greenhaus & Beutell, 1985; Thompson & Lee, 2024). Psychological detachment from work serves as a buffer to prevent work-family conflict. When employees fail to detach, all forms of work-family interference—strain-based, behavior-based, and time-based are increased (Carlson et al., 2000; Miller, 2024). Research supports that psychological detachment negatively correlates with work-family conflict, emphasizing the importance of recovery time to mitigate these conflicts and prevent spillover effects into personal life (Huyghebaert et al., 2018; Moreno-Jiménez et al., 2009).

H3: Psychological detachment has a negative and significant association with work-family conflict.

Mediating Role of Psychological Detachment

Additionally, research has shown that low job disengagement can affect employees' sleep quality, heighten stress and burnout, cause health problems, and lower their general well-being (Sonnetag & Fritz, 2015; Harrison & Green, 2024). Studies suggest that employees who struggle to detach

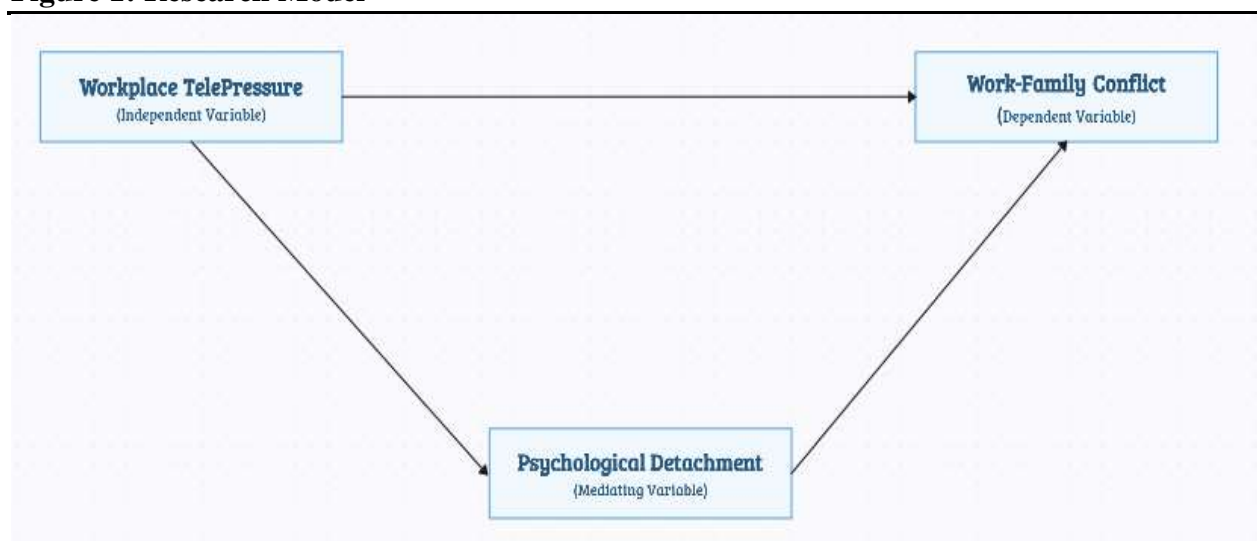
from their work due to workplace telepressure are more prone to experiencing higher stress levels and poorer mental and physical health (Barber & Santuzzi, 2015; Smit & Roberts, 2024).

Furthermore, research shows that employees who feel less psychologically detached from their work due to workplace telepressure are more likely to experience increased levels of stress linked to poor psychological and physical well-being (Barber & Santuzzi, 2015; Green & Harris, 2024). Telepressure is also associated with occupational burnout and poor well-being, leading to the need for more time and energy for recovery activities, which exacerbates the amount of work-family conflict employees experience (Sonnetag & Fritz, 2015; Nelson & Miller, 2024).

Drawing on Work-Life Spillover Theory, the mediating role of psychological detachment is crucial in understanding how workplace telepressure affects employees' well-being and leads to work-family conflict. According to the theory, work-related stress might spill over into personal life, resulting in adverse outcomes in both contexts (Greenhaus & Beutell, 1985; Roberts & Green, 2024). When employees are unable to detach from work due to persistent telepressure, they face increased stress, health problems, and burnout, which negatively affect their work-life balance (Sonnetag & Fritz, 2015; Barber & Santuzzi, 2015). This lack of psychological detachment worsens work-family conflict as employees struggle to recover and engage in personal and family responsibilities (Bakker & Demerouti, 2007; Miller & Harrison, 2024). Additionally, studies by Hu, Santuzzi, and Barber (2019) reinforce the idea that continuous telepressure leads to burnout and impaired well-being, further exacerbating work-family spillover by depleting resources needed for recovery and personal life engagement. Therefore, psychological detachment can act as a mediating factor, buffering the adverse effects of telepressure and reducing work-family conflict (Smit & Barber, 2016).

H4: Psychological detachment mediates the relationship between teleworkplace pressure and work-family conflict, such that higher psychological detachment weakens the positive association between teleworkplace pressure and work-family conflict.

Figure 1: Research Model



Research Methodology

This study utilized a survey-based methodology to investigate the proposed model. The research was conducted within the health sector in Islamabad. Data collection employed a non-probability snowball sampling approach, as recommended by Bryman and Bell (2011). This method involved

participants referring to others or providing positive responses, enabling the researcher to gather a more extensive sample efficiently. Snowball sampling is effective for maximizing response rates and reducing costs within a limited timeframe (Bryman & Bell, 2011).

Additionally, convenience sampling, another non-probability technique, was used. This method involves selecting participants based on their availability and proximity, making it a valuable choice for studies that require quick and easy data collecting. While effective for exploratory or pilot studies, convenience sampling has limitations, including the potential for sampling bias, as the sample may not fully represent the target population. Despite these challenges, this method was employed to ensure timely and straightforward data collection.

Instruments

The measures used in this study were adapted from established scales in previous research to ensure validity and reliability.

Workplace Telepressure

To measure workplace telepressure, the eight-item scale developed by Barber and Santuzzi (2015) was used. This scale assesses employees' experiences with email and message-based communication in work contexts. Items were rated on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Example items included: "I feel a strong urge to respond to people right away." "I can focus better on tasks once I have answered my messages."

Work-family Conflict

The study employed the five-item subscale by Netemeyer et al. (1996) to measure work-to-family conflict. This scale evaluates the extent to which job demands interfere with family responsibilities. Respondents rated items on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Sample items included: "Things I want to do at home do not get done because of the demands my job puts on me." "The demands of my work interfere with my home and personal life."

Psychological Detachment

A four-item scale developed by Sonnentag and Fritz (2007) was used to assess psychological detachment from work during non-work hours. Respondents rated their agreement on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Example items included "I put a mental gap between myself and my work." "During my free time, I do not think about work at all."

Findings

Demographic and Descriptive Statistics

The correlation, mean, and standard deviation of the variables are shown in Table 2. Since no correlation coefficient between any of the variables was more than 0.70, multicollinearity was not present in the data. Additionally, the reliability ratings are shown diagonally, which indicates that the data was reliable and suitable for further analysis.

According to the demographic analysis of the study, 67.2% of the participants were men, and 32.8% were women. Of all employees, 47.2% were between the ages of 20 and 30, 41.0% were between the ages of 31 and 40, 35.9% were between the ages of 31 and 35, and 11.8% were between the ages of 40 and 50. 23.6% of employees had less than a year's experience, followed by those with two to five years, five to ten years, and ten years or more, at 3% each. A college degree

was held by 1.3% of the workforce, a bachelor's degree by 39.3%, a master's degree by 47.6%, a master's degree by 9.6%, and other degrees by 2.2%.

Conformity Factor Analysis

The scales were validated using reliability and validity. The reliability standards for the Cornbrash's alpha coefficient were determined to be sufficient for each research variable. Using Amos 22 software and confirmatory factor analysis (CFA), the measuring items' convergent validity was assessed. According to the results of the measurement model (see Table 1), the study's data had excellent fit statistics, including CMIN/DF 1.5. The Tucker-Lewis index (TLI) is 0.92, and the comparative fit index (CFI) is 0.90. The Root Mean Square Approximation Error (RMSEA) is 0.04, and the Relative Fit Index (IFI) is 0.992.

Table 1: 3 Factor Model

Models	CMIN/DF	REMSA	CFI	TLI	IFI
3 Factor Model	1.5	0.04	0.90	0.92	0.92

Analysis of Statistical Paths

There is a positive correlation between work-family conflict and workplace telepressure (H1). Table 3 displays the direct and mediated analysis results. Model 4 was created by Preacher and Hayes (2005) to evaluate H1 and H2. The direct effect results show a significant and positive correlation between work-family conflict and workplace telepressure ($p < 0.01$, $b = 0.10$), supporting H1. Psychological detachment and work-related stress were found to be negatively correlated by Preacher and Hayes (2005) ($b = -0.85$, $P < 0.01$). Psychological detachment has a negative effect on work-family conflict (H3). The direct and mediating analysis results are shown in table 2 and were tested using Preacher and Hayes's (2005) model 4. Thus, H3 is confirmed ($b = -0.06$, $P < 0.01$). Psychological detachment is the connection between telepressure at work and work-family conflict (H4). They were shown to have a substantial indirect correlation (indirect impact = $-0.05 \sim 95\%$). 95% UL = ~ -0.0009 , LL = ~ -0.10 .

Table 2: Reliability and Correlation

Variable's	Means	S.D	(1)	(2)	(3)
Workplace Tele Pressure	3.6	.86	.82		
Work-Family Conflict	3.7	.92	.65**	.74	-.69**
Psychological Detachment	3.7	.97	.72	-.76**	

Table 3: Direct and Indirect Effects

Direct Effects	Estimation	S. E	P	R ²	F
WTP \longrightarrow WFC	.10	.01	0.00	.81	68.12
WTP \longrightarrow PSD	-0.85	.04	0.00	.57	94.3
PSD \longrightarrow WFC	-.06	.02	0.00	.91	.42.13
Indirect Effect	EFFECT	S. E		LLCI	ULCI
WTP \longrightarrow PSD \longrightarrow WFC	-0.05	.02	0.00	-.10	-.0009

Note: WTP= Work place Telepressure; WFC=Work Family Conflict; PSD= Psychological Detachment

Discussion

Our results support the very first hypothesis in our research, which was that "Workplace telepressure is positively related to work-family conflict." The hypothesis put forth is consistent with earlier research. Previous research has demonstrated that employees have limited resources and that the increased demands of their jobs may require them to use more time and energy. Thus, as demands rise, an employee's ability to fulfill his other responsibilities, such as family roles, is compromised, leading to a rise in work-family conflicts.

Employers are emphasizing giving their staff members flexible work schedules. As a result, workers are permitted to work from home. However, this is increasing the workload and responsibilities. Employees experience pressure from work as they are assigned tasks throughout the day. Because more energy is expended to meet work obligations than enjoying other activities that aid in the recovery process, employees who feel pressured by their jobs are unable to devote more time and energy to other household activities (Grawitch et al., 2010).

The acceptance of our second hypothesis, which stated that "telepressure within the workplace has a negative effect on employee psychological detachment." This is consistent with earlier research showing that employees find it more difficult to separate themselves from their jobs when telepressure from them increases. An employee may be unable to put their work aside and focus on other activities for many types of for various reasons. Workers may not have the flexibility to design their schedules. Due to a high level of job insecurity, they can be required to work past their regular work hours. Telepressure at work invariably has unfavorable outcomes. Research elucidated that elevated levels of workplace telepressure impede employees' recuperation processes. The explanation is that employees feel preoccupied with thinking about work yet unable to detach themselves from it as a result of responding to increasing job demands. Maintaining the flow of communication and getting the task done (Day et al., 2010).

The third hypothesis in our study has also been validated, which reads, "Psychological detachment is negatively related to work-family conflict." Our findings corresponded with those of previous research. Previous research has demonstrated that work-related demands often affect employees' psychological detachment (Sonnetag et al., 2010A). High workload and telepressure on the job are two examples of factors that are thought to be the primary causes of stress. Stressors have a tendency to reduce employees' potential resources, which results in unfavorable feelings and attitudes. A worker's inability to mentally distance himself from his job during non-working hours can have several detrimental effects, one of which is work-family conflict.

The fourth hypothesis in our study is also supported, which claims that "psychological detachment mediates the relationship between workplace telepressure and work-family conflict." Results are consistent with previous research that has found a negative relationship between employee well-being and increased workplace telepressure. Workers typically file more psychological grievances. Employee recovery from work-related stress is a need. Employees who experience telepressure at work tend to overlook their psychological and physical estrangement in favor of concentrating on their tasks. Workers feel as though they must be continuously focused on their work since their ideas about it follow them around the clock. Employees struggle to mentally turn off in the evenings because their minds are consumed with work-related ideas. As a result, their recuperation procedures are impacted, and resources are not given adequate time to heal. Eventually, this leads to increased stress, poor physical and mental health, and diminished psychological well-being (Hu et al., 2019).

Practical Implications

To preserve a healthy work environment there are various ramifications for the organizations. Human resource specialists need to develop plans that promote workers' well-being. Policymakers must examine the need to manage work schedules and job design to ensure that employees are productively contributing to their firms. Our paper emphasizes the adverse effects of a lack of psychological detachment from work and workplace telepressure. The implications are given because it is recommended that organizations take steps to mitigate the negative impacts of telepressure. Additionally, companies should support workers in drawing clear boundaries between work and family life to facilitate the management of duties from both areas. Furthermore, employees must assign duties based on their positions.

They must attempt to participate in comfort and healing-related activities. Prioritizing leisure activities during non-working hours is critical for employees. Employers need to concentrate on implementing training initiatives for their staff. Programs specifically designed to teach stress management and recovery techniques.

Enhancing employees' mental health is a prerequisite for training to maximize their contribution to the firm. Workers should be encouraged to develop plans and techniques for completing incomplete assignments. Predictable time off is another tactic that can aid workers achieve psychological detachment (PTO). This tactic permits workers to take time off and detach from their workplace, particularly in high-service organizations.

Conclusion

This study aimed to contribute to the growing body of literature on workplace telepressure by exploring its link to work-family conflict, with psychological detachment serving as a key mediator. As technology continues to shape modern work environments, the pressure to remain constantly connected to work-related communications has become a significant source of stress for employees. Our findings underscore that workplace telepressure is not only a concern within the workplace but also has substantial implications for employees' personal lives, particularly in terms of work-family conflict.

The study confirms that workplace telepressure negatively affects employees' psychological detachment, thereby impeding their ability to recover and leading to increased work-family conflict. This highlights the importance of psychological detachment as a critical buffer in the relationship between telepressure and work-family conflict. By failing to detach mentally from work during non-work hours, employees experience a spillover effect that hinders their ability to fulfill family responsibilities and engage in personal activities, which are essential for maintaining overall well-being.

Suggestions for Future Research and Practice

Based on the findings, several suggestions for future research and practical applications can be made:

Further Exploration of Mediators: While this study focused on psychological detachment as a mediator between workplace telepressure and work-family conflict, other potential mediators, such as emotional regulation, coping mechanisms, and workplace support, should be explored. Understanding how different psychological and organizational factors influence the relationship between telepressure and work-family conflict can provide deeper insights into employee well-being.

Longitudinal Studies: Given the cross-sectional nature of this study, future research should consider longitudinal designs to track the effects of workplace telepressure over time. Long-term studies could reveal whether the impact of telepressure on work-family conflict increases or decreases as employees adapt to the demands of remote work or flexible working arrangements.

Organizational Interventions: From a practical standpoint, organizations should consider implementing policies that help employees establish clear boundaries between work and personal life. This includes promoting "off-hours" time where employees are not expected to respond to emails or messages, as well as fostering a culture that supports recovery and psychological detachment. Human resource professionals and organizational leaders should prioritize initiatives that reduce workplace telepressure to support employee well-being and enhance work-life balance.

Technological Tools for Boundary Management: Organizations can invest in technological tools and software that help employees manage their work-related communication more effectively. For example, systems that automatically schedule email responses or provide "do not disturb" modes during personal hours could help mitigate the adverse effects of constant connectivity.

Training and Awareness Programs: To further reduce the impact of telepressure, organizations could offer training programs that educate employees about the importance of psychological detachment and strategies for managing telepressure. These programs can include practical techniques such as mindfulness, time management skills, and the use of breaks to recover from work-related stress.

Cultural Shift Towards Flexible Work Environments: As remote work continues to gain traction, companies should foster a cultural shift that emphasizes work-life balance and encourages employees to disconnect from work during non-working hours. Leaders should model healthy boundary-setting behaviors and promote an organizational culture that values recovery and downtime.

In conclusion, while workplace telepressure is an increasingly prevalent issue, its impact on work-family conflict can be mitigated with thoughtful organizational policies and individual strategies for psychological detachment. By addressing this issue, organizations can improve employee well-being, reduce stress, and ultimately create a more balanced and productive workforce.

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