

2-12-2026

Work-Life Balance and Occupational Stress: Moderating Factors Among African American Telecommunication Workers

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Walden University

College of Management and Human Potential

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Robert J. Charity Sr.

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Walden University
2026

Abstract

Work-Life Balance and Occupational Stress: Moderating Factors Among African

American Telecommunication Workers

by

Robert J. Charity Sr.

MA, Walden University, 2021

BS, DeVry University, 2011

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial/Organizational Psychology

Walden University

February 2026

Abstract

After the COVID-19 pandemic, remote call center employees faced intensified challenges in maintaining work-life balance (WLB) while experiencing elevated occupational stress (OS) levels. The purpose of this quantitative correlational study was to investigate the relationship between WLB and OS among African American (AA) call center professionals employed in the telecommunications industry, moderated by resilience (RS), gender, and generational age (GenAge). The theoretical framework included boundary theory, the job demands-control model, and resilience theory. The participants comprised 103 AA telecommunications call center professionals aged 28 to 65 in the southwestern United States. They completed the work-life balance scale, perceived occupational stress scale, and the brief resilience scale. The results of the multiple linear regression model significantly predicted occupational stress (OS), $R^2 = .146$. WLB significantly predicted OS, $B = 0.304$, $SE = 0.082$, $\beta = .349$, $t = 3.70$, $p < .001$, 95% CI [0.141, 0.467]. RS ($p = .311$), gender ($p = .808$), and GenAge ($p = .182$) were not significant predictors, as their confidence intervals included zero. These findings challenge conventional assumptions and highlight the complexity of these constructs among AA telecommunications workers. Understanding this relationship can help human resource professionals create culturally responsive strategies to address the specific needs of AA employees in telecommunication, which may enhance worker well-being and promote equity in occupational health outcomes. The implications for positive social change include the potential for telecommunications industry leaders to implement viable practices that mitigate OS and strengthen WLB to improve employee well-being.

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Dedication

I dedicate this dissertation to God, myself, my grandfather and grandmother (Robert and Lenora Ash), my mother and father (Rose M. White and Ralph White), fiancée and family (Elise J. Garner, Andrea, Tracy, Naomi, Josh, Mom (kitty) Garner, Dad (Ralph) Garner, HAOM family (Pastor Kindred, Elect Lady Dee, Elder Oslby) and the Charity family (Robert Jr., Cat, Jamey, Val and his family and all of my brothers and sisters, and all the individuals who have been a part of my journey, providing guidance, support, and inspiration.

Acknowledgments

I would like to express my deepest gratitude to all those who have supported me throughout the process of completing this dissertation. First and foremost, I am grateful to my online class professors, and student advisors, Wayne Bonham and Jacqueline Cook-Jones at Walden University, for their invaluable guidance, patience, and support. Their expertise and insightful feedback have been crucial in shaping this research study and pushing me to reach my fullest potential.

I would also like to thank the members of my committee, Dr. Nancy Bostain, Dr. Michelle T. Ross, Dr. Binh Ngo, and Dr. Jason M. Echegaray, for their valuable input, which has significantly strengthened the quality of this dissertation. Your commitment to academic excellence and dedication to my success are appreciated. I am indebted to the participants of the study who generously shared their time, experiences, and perspectives. Without their willingness to participate, this research would not have been possible. Their contributions have been vital in providing valuable insights and enhancing the validity of this study.

In conclusion, I am deeply thankful to all who have played a part in the completion of this dissertation. Your contributions, encouragement, and support have been invaluable, and I am truly grateful for the impact you have had on my academic journey. Now, I have put in the hard work it took to be successful at Walden University.

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Chapter 1: Introduction to the Study

Introduction

There is a growing concern about the rapid expansion of the telecommunications industry in the post-COVID-19 era, which has created significant stress due to long hours for call center employees, placing them at increased risk for job burnout (Hsu et al., 2019). A contributing factor to this crisis is the poor levels of work-life balance (WLB) when employee's work responsibilities interfere with family life and high levels of occupational stress (OS) due to strain related impact among telecommunication call center workers (Sanz-Vergel et al., 2022). The impact of this crisis varies across industries, influenced by differing time demands on workers, results in high levels of OS in the workforce (Sanz-Vergel et al., 2022).

For instance, employees in the telecommunications sector often face extended work hours, heavy workloads, and limited time off, leading to high OS and job burnout (Hsu, et al., 2019). During periods of high demand, and when addressing new technology network issues or upgrades, telecommunications workers are required to work long hours and be on call for emergencies, creating a high OS environment conducive to burnout. Within the telecommunications industry, researchers at the Bureau of Labor Statistics have verified the existence of this high OS problem. Data indicates that the African American population represented 18.4% of call center professionals, while the White population constituted 61.1% (Datausa.io, 2025). African American call center professionals are aware of their underrepresentation and face increased

telecommunication call center job outsourcing to other countries, which exacerbates these challenges (Sisco, 2020).

The purpose of this quantitative study was to address the gap in the literature regarding African American workers in the telecommunications sector and used a linear regression analysis to examine WLB, OS, resilience (RS), generational age (GenAge), and gender among these workers. It was necessary to conduct my research for African American telecommunication workers because they are underrepresented in the call center marketplace and they experience a market where organizations have outsourced their call center jobs overseas (Sisco, 2020).

In Chapter 1, I provide an overview of the study, including the background and problem statement. I present a comprehensive problem statement designed to statistically analyze the issue at hand. I aimed to address WLB and OS by applying moderators such as RS, GenAge, and gender. The purpose of the study was to determine the relationship between WLB and OS levels through research questions that offered insight into the phenomena under investigation.

Background

The Covid-19 pandemic necessitated a shift in the workforce, prompting workers across various industries to transition from office-based work to remote work from home (Gajendran & Harrison, 2007). The shift to technology-based remote communication had a profound impact on telecommunication call center professionals, leading to psychological issues and anxiety (Nimrod, 2022). The absence of face-to-face interaction exacerbated OS and diminished WLB. Additionally, organizational mandates required

that workers maintain a reliable internet service to handle calls remotely, mirroring the requirements of traditional call centers where advanced company-provided technology was utilized (Nimrod, 2022). Remote work posed challenges for call center employees, particularly for those unable to afford or lacking access to high-speed internet in their neighborhoods (Young S. S.-C., 2023).

This often resulted in dropped calls and reduced service quality when using hardware or softphones (Nimrod, 2022). Specifically, African American telecommunication workers faced increased levels of OS due to imbalances in WLB, exacerbated by the challenges brought by the COVID-19 pandemic (Young S. S.-C., 2023). The shift to remote work during the pandemic had imposed distinctive challenges on these workers, necessitating virtual or digital adaptation based on work environments heavily reliant on technologies such as smartphones, laptops, tablets, and teleconferencing platforms (Gajendran & Harrison, 2007). However, this transition had yet to be seamless for African American telecommunication professionals, as highlighted by Golden & Gajendran (2019).

Technical issues, such as poor internet connectivity and unexpected equipment failures, contributed to elevated levels of OS within this demographic (Nimrod, 2022). Furthermore, the inability to physically leave the workplace at the end of the workday introduced difficulties in maintaining WLB for African American telecommunications workers, resulting in diminished RS in managing their work and personal responsibilities (Palumbo, 2020). Consequently, it was imperative to address these challenges and implement support mechanisms to mitigate the impact of OS on the well-being and job

satisfaction of African American telecommunications workers (Hashim et al., 2024). To effectively address these issues, organizations needed to consider implementing targeted interventions and policies specifically designed to support the unique needs of African American telecommunications workers (Jain & Malviya, 2025).

This involved providing resources to enhance remote work infrastructure, offering technical support to address connectivity issues, and fostering initiatives that promoted a healthy WLB in a virtual work environment (Young S. S.-C., 2023). Jain and Malviya (2025) stated that creating avenues for open communication and feedback enabled organizations to better understand the challenges these workers faced and tailored interventions accordingly. Acknowledging and addressing the distinct challenges that African American telecommunications workers faced in remote work was crucial for promoting their well-being and job satisfaction (Golden & Gajendran, 2019). By implementing targeted strategies, organizations were able to create a more inclusive and supportive work environment for this demographic (Jain & Malviya, 2025).

In my study, I highlighted that remote work, instead of going to the office, had caused uncertain WLB and high OS levels among African American telecommunications workers. Additionally, organizations needed to provide support to mitigate the impact of OS levels among African American employees (Klein et al., 2020). Organizations need to consider the specific needs of African American telecommunications workers and explore intervention policies to address these needs effectively (Feeney & Stritch, 2019). These considerations ensure reliable technology and provide resources to help maintain

WLB, promoting employee well-being and alleviating the negative effects of OS levels (Young S. S.-C., 2023).

According to Palumbo (2020), African American telecommunications workers who transitioned to remote work-from-home experienced increased productivity and fewer conflicts related to WLB. However, they encountered new challenges in maintaining WLB and needed to address heightened levels of OS in the virtual workplace (DeAlwis & Hernwall, 2021). The employee's well-being and a productive job performance depends on the positive relationship between WLB and OS levels in the work from home environment. The impact of RS is crucial for African American telecommunication workers dealing with their organization leaders making decisions to send call center jobs overseas (Barrett et al., 2021). This knowledge provided valuable insights into effectively supporting African American telecommunications workers in managing their work and personal responsibilities in the evolving remote work landscape (Barrett et al., 2021). By understanding the specific challenges and needs of this demographic, organizations can develop targeted interventions and initiatives that promote WLB and mitigate the negative effects of OS on employees' well-being and job satisfaction (Feeney & Stritch, 2019).

While current research provides some evidence supporting flexibility, it has not directly tested how flexible working conditions impact initiatives that contribute to a more supportive work environment, specifically for African American telecommunications workers. Addressing this gap was crucial for fostering success and RS in this demographic. Research has consistently underscored the significance of WLB,

particularly for African American telecommunication workers who have experienced the benefits of remote work (González -Ramos & García-de-Diego, 2022). However, it is important to recognize that high levels of OS still occurred, especially when faced with heavy workloads, long working hours, and demands in both onsite and remote work settings (Hsu et al.,2019).

Furthermore, researchers have highlighted the need for further investigation into the specific challenges faced by African American telecommunication workers in remote work settings, particularly regarding high OS and low WLB (Barrett et al., 2021). I conducted a more thorough investigation into this issue by examining why there is a gap in the literature concerning African American telecommunication professionals and how they are impacted by the relationship between WLB and OS levels. I explored the underlying factors, such as poor internet connectivity and unexpected equipment failures, that contributed to elevated OS levels while working remotely. Call center workers experienced increased anxiety and mental health issues due to leadership's expectations for them to continue meeting required service levels. Additionally, I examined the effects of a controlled reduction in WLB by requesting employees to cross boundaries and work extended hours beyond their original schedules.

I highlighted the gap in how African American telecommunication professionals experienced lower work performance at home and assessed how these workers navigated the balance between work demands and personal well-being in the context of remote work. Additionally, I evaluated the effectiveness of current interventions being considered by leaders, such as promoting flexible work arrangements and implementing

targeted diversity and inclusion training. Strategies, such as fostering open communication channels, addressing systemic inequalities, and prioritizing employee well-being programs tailored to specific needs, that could improve both OS and WLB for this demographic were also identified. By focusing on this underserved group, the research offered valuable insights into creating more equitable and supportive remote work environments.

Problem Statement

In past years, few researchers had quantitatively examined WLB and OS levels among African American telecommunication professionals. The research that had been conducted highlighted several moderating factors such as RS, GenAge, and gender that shaped the relationship between WLB and OS. Notably, existing research was consistently highlighted that female workers tend to report lower WLB, and higher levels of OS compared to their male counterparts (Jindal & Agarwal, 2020). Khalil et al. (2020) found that employees expressed a preference for adhering to their scheduled work hours. However, challenges raised when management imposed longer working hours, resulting in a higher OS and an unstable WLB (Ricciardelli & Carleton, 2021). It was crucial to recognize the impact of these dynamics, particularly on African American telecommunication professionals, who stand to gain from improved WLB (Khalil et al., 2020; Wayne et al., 2020; Ricciardelli & Carleton, 2021).

Despite the potential benefits of fostering RS, organizations face challenges in supporting African American telecommunication professionals (Hashmi & Waqar, 2018). Providing incentives, such as WLB programs, was identified as a potential solution to

help reduce OS levels among this demographic (Hashmi & Waqar, 2018). However, a counterproductive trend was observed as organizational leaders choose to increase workloads, expecting employees to work overtime (Barrett et al., 2021). This approach not only diminished job control but also posed a threat to WLB, ultimately which led to negative consequences (Hwang & Ramadoss, 2017). Klein et al. (2020) emphasized the pressing need for organizations who prioritized the well-being of African American telecommunication workers by implementing effective WLB intervention programs and addressing the challenges associated with OS.

Addressing the challenges in supporting African American telecommunication workers required a multi-faceted approach (Feeney & Stritch, 2019). Such programs empowered employees to navigate stressors effectively, fostering a more resilient workforce (Shwartz-Asher & Tziner, 2025). Additionally, organizations considered implementing diversity and inclusion measures to create an environment that recognized and appreciated the diverse experiences of African American workers, contributing to a more supportive workplace culture (Hsu et al., 2019). Palumbo (2020) found that moreover, a comprehensive intervention to enhance WLB and alleviate OS involved collaborative efforts between management and employees.

Purpose of the Study

The main objective of this study was to examine the relationship between work-life balance and occupational stress levels within the African American telecommunication industry. Prioritizing the establishment of a satisfactory WLB for employees is crucial for organizations, as it has yielded potential benefits including

heightened productivity, decreased absenteeism, and improved physical and mental health outcomes resulting from lower levels of OS. The significance of psychological well-being in both WLB environments and work-related settings has garnered attention in the literature (Khateeb, 2021). Occupational health and environmental psychologists emphasized the pivotal role of well-being in the workplace for enabling employees to function optimally and perform at their best (Wayne et al., 2020). Understanding the intricacies of WLB and OS necessitated an examination of the factors that either facilitated or impeded a harmonious WLB equation (Hsu, et al., 2019).

In addition to investigating the relationship between WLB and OS, I aimed to identify potential moderators shaping this relationship. RS, GenAge, and gender had been consistently identified as significant moderators in existing research. For example, gaining insights into how various generational age demographics encountered and coped with WLB challenges can offer valuable guidance in customizing interventions and support frameworks (Leslie et al., 2021). Likewise, acknowledging the impact of RS on the correlation between WLB and OS success guided the development of strategies to bolster employees' RS in handling stressors (Park et al., 2021). By investigating these moderators, I sought to contribute insights that could guide organizations in fostering a work environment conducive to the well-being of African American telecommunication workers. Studies indicated that organizational support and intervention significantly influenced the WLB experiences of employees (Klein et al., 2020). Organizations that actively promote flexible work arrangements, provide resources for stress management,

and prioritize employee mental health are more likely cultivate a positive WLB (Hashmi & Waqar, 2018).

Furthermore, the influence of individual characteristics, such as RS, GenAge, and gender on the relationship between WLB and OS should not be overlooked. Sisco (2020) examined these factors in the context of African American telecommunication workers provided valuable insights into tailoring interventions for this specific demographic. The field of WLB and organizational stress has predominantly concentrated on broad employee demographics, with minimal emphasis placed on the experiences of specific groups, such as African American telecommunication professional workers (Bland et al., 2025). By examining the relationship between WLB and OS among African American telecommunication workers, I sought to fill this gap and provided insight into the unique experiences and challenges faced by this group.

Understanding these dynamics was essential for organizations to develop targeted interventions and support systems that effectively catered to the WLB of African American employees, promoting their well-being and overall job satisfaction (Klein, et al., 2020). By addressing the specific concerns associated with WLB and managing OS levels within the African American telecommunication workforce, organizations create a more inclusive and supportive work environment that benefited both individual employees and the organization (Davies et al., 2019). Organizational leaders increasingly recognize the advantages of cultivating a highly committed and motivated workforce (Hashmi & Waqar, 2018).

In response to this recognition, many organizations implemented WLB initiatives and benefits, including paid family leave (Reb & Bagger, 2018). I aimed to increase organizational awareness of the unique challenges encountered by African American telecommunication workers. This demographic frequently navigated the complex interplay of demanding workloads, personal relationships, family obligations, and external interests (Khalil et al., 2020). To systematically investigate the correlation between WLB and OS among African American telecommunication professional workers, I employed a quantitative correlational design. I used linear and moderated regression analyses to explore the nuanced interplay between WLB and OS. In this analysis, WLB was designated as the predictor variable, while OS was considered the outcome variable.

Moreover, moderators such as RS, GenAge, and gender were incorporated to investigate how these variables influenced the intensity and character of the association between WLB and OS levels. Comprehending the intricacies of this association is pivotal for formulating tailored interventions and strategies aimed at tackling the distinctive hurdles encountered by African American telecommunication workers (Sisco, 2020). Through exploring the influence of moderators, I endeavored to offer insights that can guide organizational initiatives and practices, nurturing an inclusive and supportive work environment tailored to the needs of this demographic. Moreover, the results held promise for enriching broader conversations about advancing WLB and alleviating OS issues across the telecommunication industry.

Acknowledging the cognitive experiences of African American telecommunication workers and confronting the intersection of WLB and OS, organizational leaders can effectively bridge critical gaps (Repchuck & Young, 2023). As explained by Davies et al., (2019), considering the unique challenges and needs of different GenAge groups and genders is essential for developing tailored support systems and policies that promoted WLB and reduced OS within the African American telecommunication workforce. The findings of my study emphasize the importance of continuous assessment and adaptation of organizational intervention to address the evolving needs of African American telecommunication professional workers. By remaining attuned to the distinctive challenges encountered by various demographic groups within this workforce, organizations can cultivate an environment that not only enhances WLB but also diminishes OS (Klein, et al., 2020). Furthermore, actively contributing to the overall well-being and satisfaction of the organization's diverse employees has represented a proactive approach aligned with the principles of inclusivity and equity in the workplace (Ibukun & Pérotin, 2023).

Research Questions and Hypotheses

The research questions guiding this study were as follows:

RQ1: Does WLB predict OS among African American telecommunication workers?

H_0 1: WLB does not predict OS among African American telecommunication workers.

H_{a1}: WLB does predict OS among African American telecommunication workers.

RQ2: Does RS, GenAge and gender moderate the relationship between WLB and OS among African American telecommunication workers?

H₀₂: RS, GenAge and gender do not moderate the relationship between WLB and OS among African American telecommunication workers.

H_{a2}: RS, GenAge and gender do moderate the relationship between WLB and OS among African American telecommunication workers.

These research questions and hypotheses served as a foundation for investigating the intricate interplay between WLB, OS, and potential moderating factors such as RS, GenAge, and gender among African American telecommunication workers.

Theoretical Framework

Three theories complemented and supplemented each other, and they were job demand-control, boundary theory, and resilience theory. Karasek's (1979) job demands-control (JDC) model is a theory that explains how job demands and job control influence an employee's well-being and stress (Kain & Jex, 2010). The JDC model highlights job demands, which refers to psychological stressors that exist in environments such as telecommunication call centers, including factors like heavy workloads and role ambiguity. It also emphasized job control, which refers to the level of discretion and autonomy that call center workers have over their work, such as the ability to make job-related decisions. Kain and Jex (2010) stated Karasek's emphasized that the development of the JDC model was grounded in the concept of control buffers, which affected job

demands, OS, and workplace strain. Ellison and Caudill (2020) observed that previous research had largely focused on increased workplace demands, which often lead to occupational stressors as employees strive to meet these heightened expectations. Jalilian and Choobineh (2019) proposed that while employees may need to exert more effort, they also required support to manage these demands effectively without experiencing high levels of OS. Cendales and Ortiz (2019) highlighted that work-life imbalance arise from the difficulties associated with high job demands and limited job control.

The JDC theory highlights how job demands, and OS affected employees' WLB. According to Cendales and Ortiz (2019), this model has specifically addressed how these factors impacted African American employees. Ricciardelli and Carleton (2021) asserted the JDC model examined how African American workers maintained their values concerning WLB by setting boundaries between their work and other roles. (Ibukun & Pérotin, 2023) observed that employees prioritized their goals related to WLB over yielding to leadership's job control policies. Hwang and Ramadoss, (2017) noted that employees exercised their boundary rights to prevent the organization from extending workload expectations beyond regular work hours by assessing job demands. Ellison and Caudill (2020) elucidated that the theoretical perspective delineated the interconnection between WLB and OS, illustrating how job demands induced psychological tension for both employers and employees.

In my quantitative research study, I explored how job-related stressors, including heavy workloads and unexpected tasks, disrupted the balance between work responsibilities and family obligations. My research focused on the JDC model, which

links job demands to workplace control and its impact on employees' well-being. The JDC model suggests that having more control at work reduced the negative effects of high job demands on WLB and OS (Jalilian & Choobineh, 2019). However, the model does not account for individual differences like RS, GenAge and gender, which influences how employees experienced this balance. Several studies, included those by Kain & Jex (2010) and Ricciardelli & Carleton (2021), examined these dynamics, with some researchers specifically looking at how African American telecommunication workers navigated the JDC model and its influence on their WLB and OS levels.

The boundary theory (BT), conceptualized by Perrigino and Raveendhran (2025), served as a framework for comprehending how individuals navigated the boundaries between their work and personal lives. Rooted in Nippert-Eng's sociological work boundary management, BT focuses on the establishment of behavioral, cognitive, and physical boundaries that individuals created between their occupational and family responsibilities (Leppakumpu & Sivunen, 2021). Building upon this foundation, Kossek et al. (2023) expanded the BT framework by introducing the concept of psychological job control, which encompassed the degree to which workers perceived control over when, where, and how they performed their duties. Understanding the experiences of African American workers within the BT framework provided valuable insights into how they navigated and managed these boundaries that fostered WLB and alleviated OS (Basile & Beauregard, 2016).

In the context of the BT framework, individuals employed a combination of segmentation and integration to manage the boundaries between work and personal life

(Cruz & Meisenbach, 2018). This strategic theory approach to boundary management offers a nuanced understanding of how African American workers specifically navigated and balanced their professional and personal spheres (DeAlwis & Hernwall, 2021). Such insights are essential for developing targeted interventions and support systems that acknowledge and address the unique challenges faced by this demographic in achieving optimal WLB integration and minimizing occupational stressors (Kossek et al., 2023). As researchers delved into the intricate dynamics of the BT framework and its application to the experiences of African American workers, leadership had uncovered nuance strategies and considerations that informed organizational interventions and practices (Leppakumpu & Sivunen, 2021). By incorporating these insights, employers had created environments that fostered a healthier WLB and contributed to the overall well-being of their diverse workforce (Ibukun & Pérotin, 2023).

Park et al. (2021) emphasized the adaptation of resilience theory (RT) approach for studying RS in the workplace. Davies et al. (2019) argued that Garmezy played a significant role in pioneering the development of RS training, which aimed to enhance an individual's ability to cope with negative workplace environments. Beckman and Stanko (2020) stated that the previous research focused on workers' protective factors such as self-esteem, self-efficacy, and optimism. According to Barrett et al. (2021), these factors contributed to enhancing workers' RS, enabled them to adapt to negative workplace environments. They asserted that RS reflected an individual's capacity to avoid adverse well-being states and to adapt healthily to organizational stressors and negative workplace experiences (Barrett et al., 2021).

According to Chen et al. (2025), RT embodied an intrinsic source of strength or life orientation for African American employees, did aid them in managing OS levels amid heavy workloads. Park et al. (2021) proposed that RS represented an intrinsic inner strength or resource within individual employees which facilitated a positive response to stress, which can be further bolstered or sustained by WLB. RS was characterized by adopting a strength perspective that emphasized individuals' capabilities, assets, and positive attributes rather than their weaknesses (Davies et al., 2019). I employed RT to examine how African American telecommunication employees experiencing strain aimed to overcome workplace adversity. According to Shwartz-Asher et al. (2025), RS enabled employees to rebound from challenging workload demands and fosters positive coping mechanisms in the work environment.

In my study, RS moderated the relationship between WLB and OS that represented an ongoing process through which workers enhanced their RS to job control and work overload (Khalil et al., 2020). RT elucidated the process by which employees cultivate RS over time (Barrett et al., 2021). This rationale was influenced by coworkers, organizational leaders, family dynamics, and workplace experiences (Sanz-Vergel et al., 2022). RS was related to the research study for it builds upon whether RS, GenAge and gender moderated the relationship between WLB and OS among African American telecommunication workers.

Nature of the Study

I used a quantitative approach for my study that employed linear regression analysis which investigated the relationship between WLB and OS among African

American telecommunication workers. I assessed the correlation between WLB and OS, as well as investigated the relationship between these two variables. A moderated regression analysis was conducted to ascertain whether the positive relationship between WLB as the predictor and OS as the outcome was moderated by RS, GenAge and gender. If a moderator effect does exist, it was determined how significant and valuable the positive relationship between RS, GenAge and gender was with overall satisfaction OS and WLB.

The quantitative approach was appropriate for this present study for several reasons. My study was relational, and variables were quantifiable using existing instrumentation. Linear regression was considered the appropriate statistical tool for analysis. The linear regression was appropriate for this study because the study involved examining whether the independent variable, WLB, predicted the dependent variable, OS among African American workers. The use of moderators, using RS, GenAge and gender, involved examining how the interaction of the independent and dependent (one predictor and three moderators) affected the values of a dependent variable. The study design was suitable for examining randomly sampled data collection which came from participants on social media outlets such as LinkedIn and Facebook sites, the Black Public Relations Society of Atlanta, the National Association of Black Telecommunications Professionals, and Community Network African American Telecommunication Professionals of AT&T. I analyzed the results using linear regression studies. Further details on the nature of the study are available in Chapter 3.

Definitions

Several key terms featured extensively within this study. Central among the key terms were the study variables:

Gender: Gender was the state of being male or female in relation to the social and cultural roles are considered appropriate for men and women (Hammack & Manago, 2024). In the study, gender acted as a moderator in assessing whether male and female telecommunication workers experienced different levels of OS and WLB. This highlighted how the workplace environment significantly influenced these experiences based on gender (Hashmi & Waqar, 2018).

Generational age: GenAge was the representation of Baby Boomers - [(born 1946-1964) – (ages as of 2024): 60 to 78 years old], Generation X - [(born 1965-1980) – (ages as of 2024): 44 to 59 years old] and Millennials [(or Generation Y, born 1981-1996)- (ages as of 2024): 28 to 43 years old] in this study (Fisher, 2023). The generational differences between the three age groups in work values had impacted on how they feel about OS and WLB in the telecommunication workplace environment (Kinger & Kumar, 2023).

Occupational stress: OS was a negative physical and psychological response to workplace conditions or events that were harmful to a person's health and well-being (Osca & López-Araújo, 2020). African American Telecommunication workers experiences caused by job demands that exceed a worker's capabilities, need or resources, and can be influenced by job conditions such as heavy workloads, long hours, infrequent breaks and shift work (Khalil et al., 2020).

Resilience: RS was the ability to adapt to challenging life experiences and maintained psychological well-being (Shwartz-Asher et al., 2025). African American workers experienced the process of bouncing back from difficult work environments, and it involved mental, emotional and behavioral flexibility during OS issues (Van Breda, 2018).

Work-life balance: Work-life balance, often abbreviated as WLB, referred to the equilibrium between the time and effort allocated to one's professional pursuits and personal life activities (Kalliath & Brough, 2019). African American Telecommunication professionals were particularly prone to experiencing low WLB. Also, it included ineffectively managing work-related responsibilities, such as job tasks, projects, and deadlines, and making time for leisure, family, social engagements, and self-care activities (Reb & Bagger, 2018).

Assumptions

Assumptions are foundational aspects of a study, though often difficult to test thoroughly within the research framework (Perrigono & Raveendhran, 2025). This study was based on several key assumptions. One primary assumption was quantitative research provided meaningful insights into the relationships between OS and WLB, as well as the roles of RS, GenAge and gender. This assumption was supported by a substantial body of literature using similar methodologies, which suggested a quantitative approach was insightful. While this assumption does not definitively prove that quantitative research was the best method for addressing these issues, it provided a strong rationale for its use in this inquiry.

A second assumption was that study participants would respond to the surveys with honesty and completeness. I assumed that participants would adhere to integrity and ethical considerations when answering questions about WLB and its impact on OS levels. Both male and female African American telecommunication workers took part in the study, sharing their experiences. While other WLB issues and OS levels introduced complexities affecting workers' perceptions, these factors were presumed to be unrelated to the study's focus. The informed consent form completed anonymity during data collection, including the removal of participant email addresses. Participation was voluntary, and with these measures in place, there was minimal reason to believe participants would not provide truthful responses.

A third assumption of this study was that the instrumentation used represented an adequate proxy for the underlying variables. The instrumentation and validity sections of Chapter 3 contained justification for these assumptions. This assumption was necessary to ensure that the selected survey instruments accurately measured the theoretical constructs of WLB, OS, and RS as intended, there by supporting the validity and reliability of the study's findings.

Scope and Delimitations

The scope of the study conducted a survey targeting African American telecommunication workers of both genders, male and female, aged between 28 and 65 years. In contrast, the delimitations of a study represented the bounding of the study's scope. Bounding showed deliberately imposed limitations, such as county, city, or profession. I aimed to explore how individuals of varying age generational gaps and

genders exhibited different levels of RS, enabling them to effectively manage the significant challenges associated with establishing boundaries related to WLB and OS levels. I assessed RS, GenAge and gender as moderators, with WLB serving as the predictor variable and OS level as the outcome variable. The objective was to establish a relational equilibrium between WLB and overall OS levels within both virtual and onsite workplaces, focused specifically on African American telecommunication workers.

I used a linear regression analysis to quantify WLB as a holistic evaluation of an employee's work-family dynamics and to discern conceptually distinct factors influencing overall OS levels, including RS, GenAge and gender. The outcomes of the research study may not be generalizable to other racial or gender groups within the telecommunications industry, given the distinctive characteristics of the virtual and onsite workplace population under investigation. I investigated the relationship between three moderators RS, GenAge and gender, and their association with WLB in relation to OS levels. The plan entailed examining the disparities in WLB between African American males and females across various GenAge groups, stratified by levels of RS.

Tahir (2023) posited that employees experienced exhaustion and struggled to manage the conflicting demands of various WLBs, ultimately resulting in an imbalanced state. Repchuck & Young (2023) suggested that African American male and female workers aged 28 to 65 may be prone to experiencing an imbalanced state. The population excluded African American workers under the age of 28 and over the age of 65, as they are not included in the study. Jindal & Agarwal (2020) emphasized the necessity to revise theoretical models and research findings due to the exclusion of African American

female participants in studies on OS. Further research was warranted to explore the experiences of African American females, as their inclusion was lacking in current studies (Repchuck & Young, 2023).

Limitations

I addressed methodological weaknesses associated with data contamination and the reliability of information collection and reporting, specifically focusing on African American workers. The weakness was identified through the examination of internal and external validity, construct validity, and variables related to the challenge of obtaining participants' willingness to provide accurate information with integrity and truthfulness (Kelliher & Anderson, 2020). Limitations associated with inaccurate predictions or assumptions had the potential to delay the validation of research findings and prolong the process, thus consuming valuable time (De Oliveira, 2023).

Imbalances and selective biases may influence the outcomes of this study during the process of assembling participants (Michal & Shah, 2024). An imbalance bias could influence the study's outcomes by reflecting inherent gender-related biases due to missing data across gender dimensions within the group of African American telecommunication professionals (Stone et al., 2023). A selectivity bias may influence the study's outcomes if participants choose not to provide the necessary data, thereby affecting the validation of reporting among African American telecommunication workers (Damansky, 2023).

To address both imbalance and selective biases, measures were taken to ensure comprehensive data collection, including reminders to participants about the significance of providing all necessary data (Michal & Shah, 2024). Reasonable measures were

implemented by offering participants 24-hour secure online access to their computers to ensure privacy during the study (Angell, 2023). This measure facilitated participants' access to the site, enabling them to provide accurate data for reporting whenever they are prepared to engage (Michal & Shah, 2024).

Significance

In this study, I explored RS, WLB, and OS among African American workers, a group comprising 18.4% of the telecommunication workforce (Datausa.io, 2025). This research was vital for fostering positive social change, particularly as African Americans face unique workplace challenges that can heighten their risk of experiencing elevated OS. Factors such as the outsourcing of jobs and the uncertainty of potential severance packages contributed to increased stress (Davies et al., 2019). Therefore, investigating the heightened exposure of African American workers to stressful conditions was essential. I also aimed to uncover how RS, GenAge and gender served as moderators in the relationship between WLB and OS. The research study illustrated the advantages of exploring WLB and OS for African American telecommunication workers, as well as how RS, GenAge and gender roles moderated the relationship between WLB and OS.

Specifically, human resource personnel, leaders, and management may benefit from recognizing the necessity of developing and implementing programs to support African American telecommunication workers (Kossek et al., 2023). These wellness programs aid in combating OS issues and aligning WLB practices to promote healthier workplaces (Levett et al., 2019). Additionally, the research aligned with various

organizations' missions to cultivate and retain their top African American telecommunication employees (Ibukun & Pérotin , 2023).

Ultimately, RS, GenAge and gender, WLB, and OS for African Americans and other minority telecommunication workers served as catalysts for social change, addressing issues of fairness and justice in both the workplace and society. In this research study, business management, executive leadership, and I/O psychology realms should support the ideas behind improving WLB and OS for African American telecommunication workers in the workplace. Next, the research study transitioned to the literature review section, which provided an in-depth overview of three theoretical frameworks: the JDC, BT, and RT. The review explored how these frameworks interconnect with OS levels, WLB decisions, and RS reactions.

Additionally, RS, GenAge and gender were discussed as moderators between the dependent variable, OS, and the independent variable, WLB. I also highlighted research gaps and the significance of the current literature on this subject. Literature was cited to emphasize the investigation into crucial management strategies designed to create inclusive and supportive information for quantitative research. This research employed linear regression and moderate analysis to examine the relationships among OS, WLB, RS, GenAge and gender. The literature reviewed further shed light on the instrumentation and operationalization of constructs, underscoring the need to explore the relationship between WLB and OS.

Summary

I investigated the relationships among RS, GenAge, gender, WLB, and OS among African American employees, who comprised approximately 18.4% of the telecommunications workforce (Datausa.io, 2025). This research was significant in promoting social change by addressing workplace inequalities that increased African Americans' susceptibility to higher OS levels. Contributing factors such as job outsourcing and uncertainty about severance packages were also identified as stressors within the industry.

The central purpose of the research determined whether RS, GenAge, and gender moderated the relationship between WLB and OS. Prior studies had suggested that these variables influenced workplace stress, making it essential to examine their combined effects among African American workers (Cooke & Hastings, 2023). Findings reinforced the value of understanding how WLB and RS interact influenced OS and how demographic factors shaped these relationships.

I also highlighted the importance of organizational interventions. Human resource professionals and managers could benefit from implementing wellness and support programs that enhanced WLB and reduced OS among African American employees (Levett et al., 2019). Such initiatives not only promote healthier work environments but also aligned with organizational goals to recruit, support, and retain diverse talent (Ibukun & Pérotin, 2023).

Overall, the study underscored that improving RS and WLB fostered social change by promoting equity and fairness in the workplace. The implications extended to

business management, executive leadership, and industrial-organizational psychology, encouraging practices that mitigated OS and strengthen employee well-being. My research was guided by three theoretical frameworks, the JDC, BT, and RS which explained the interaction between workplace demands, personal coping mechanisms, and OS outcomes. RS, GenAge, and gender were examined as moderating factors influencing the relationship between WLB and OS.

Finally, I identified critical gaps in the literature and emphasized the need for evidence-based management practices that foster inclusive and supportive work environments. Using linear regression and moderation analyses, the research explored how RS, WLB, GenAge, and gender interacted to shape OS, thereby contributing to the broader understanding of OS dynamics among African American telecommunications employees.

Chapter 2: Literature Review

Introduction

The issue at hand involved addressing a heightened incidence of OS, which had been correlated with an insufficient WLB. In this study, I investigated the potential correlation between WLB and OS within the demographic of African American telecommunication workers. In the study parameters, I assessed whether factors such as RS, GenAge, and gender could potentially influence the relationship between WLB and OS within the study population. The existing literature cited underscored the necessity for further investigation into the correlation between alterations in WLB and their impact on levels of OS. De Oliveira (2023) noted that while previous research had explored the association between WLB and OS, there remained a gap in the literature concerning this relationship specifically among African American telecommunication workers.

The purpose was to examine the relationship between WLB and OS among African American telecommunication workers, and investigated how factors like RS, GenAge, and gender moderated this relationship, offered significant potential benefits. To fill these gaps in the literature, I investigated the correlation between WLB and OS and explored the impact of resilience, age, and gender on this relationship within a sample population of African American telecommunication workers. The second section comprises a review of research focusing on African American telecommunication workers, with WLB as the predictor variable, OS as the outcome variable, and consideration of controls that influenced job demands on OS, as well as how increased demands impact WLB.

In the third section, studies on boundary management were reviewed in the current literature, particularly examining how boundary crossing detrimentally impacted WLB among African American telecommunication workers. The fourth section entails a review of research that centers on the correlation between a heightened rate of OS and inadequate WLB across participants of diverse genders and GenAge. The chapter concludes with a summary emphasizing the imperative to explore the perspectives of new participants, underscoring the necessity for further research in this domain. Through an examination of the relationship between WLB and OS, I aimed to contribute additional insights into the potential existence of a moderator effect. The literature review provides an analysis of prior research concerning the variables under study.

Literature Search Strategy

I conducted a keyword search using library databases and accessible lists, including Academic Search Complete, APA PsycArticles, APA PsycInfo, and Business Source Complete. A range of relevant keywords were accepted to guide my literature review, combining terms such as *work-life balance, occupational stress, African American workers, resilience, gender, men, women, age, young, old, generation z, millennials, baby boomer, telecommunication, call center, professionals, management, leaders, organization, intervention, workload, outsource, overseas, boundary and job demand – control*. A search engine was employed to discover keywords encompassing diverse phrases and statements to facilitate the search for relevant information on the topic.

The literature scope review encompassed both a historical perspective on the theoretical framework and seminal literature (i.e., works published over 10 years ago), while placing greater emphasis on more recent research (i.e., studies published within the past 5 years) relevant to the key variables and constructs of interest. I incorporated empirical, peer-reviewed research from scholarly journals, with a focus on WLB, OS, African American telecommunication professionals, RS, GenAge, and gender. In cases where little current research was available, such as few dissertations and conference proceedings. My research includes past literature that supported the study's problem, purpose, and the correlations which defined the relationship between OS and WLB among African American telecommunication workers.

Theoretical Foundation

Job Demands-Control Model for Occupational Stress

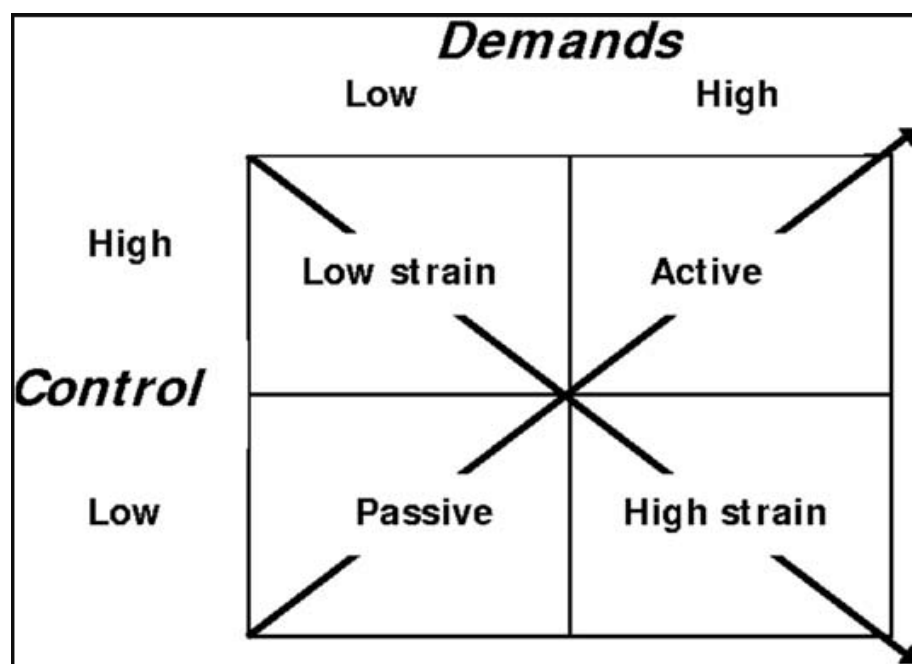
One of the theoretical frameworks guiding this study was Karasek's (1979) Job Demands-Control Model for Occupational Stress (JDC) within the OS framework. Significantly, the JDC model was developed around the core concept of control buffers, which influence job demands, OS, and workplace strain experienced by employees (Jain & Malviya, 2025). Kain and Jex (2010) emphasized the significance of recognizing that the control buffers hypothesis entails high job demands, low control over work, and insufficient support in the workplace.

As demonstrated in Figure 1, the rules and norms that govern everyday demands and control make up the premise of JDC model. The model shows that job demands can lead to stress, but employees used job control to manage these stressors (Ibukun &

Pérotin, 2023). It defines job demands as psychological workload factors, which encompassed time pressure, role conflict, and quantitative workload (Ibukun & Pérotin, 2023). Job control, or decision latitude, referred to the extent of freedom employees managed and organized their work activities (Hwang & Ramadoss, 2017). It included two key components: skill discretion, which involved the ability to apply one's skills to various tasks, and decision authority, which denoted the level of autonomy employees have in making decisions that impact their work (Gameiro et al., 2020).

Figure 1

Dynamics of Job Demands-Control Model



Note. Kain, J., & Jex, S. (2010). Karasek's (1979) job demands-control model: A summary of current issues and recommendations for future research. *Emerald Group Publishing*, 237–268. [https://doi.org/10.1108/S1479-3555\(2010\)0000008009](https://doi.org/10.1108/S1479-3555(2010)0000008009)

The model suggests that control can mitigate the effects of job demands on strain and enhance job satisfaction (Kain & Jex 2010). For instance, employees in high-demand roles who possessed greater autonomy experienced lower levels of stress compared to those with less autonomy (Ricciardelli & Carleton, 2021). I described the need to apply the model to African American workers aimed to increase their autonomy by seeking the organization's support, learned to decline unreasonable requests from lower-level managers, and requested to adjust their work assignments to better align with the employee's preferences and strengths. For managers, the model was used to help reduce stress and boost job satisfaction among African American professionals by fostering greater autonomy and support within the workplace (Cendales & Ortiz, 2019).

Workers who perceived high work demands coupled with low control were more prone to experiencing elevated OS and, consequently, poorer WLB (Ricciardelli & Carleton, 2021). A key theoretical proposition of the JDC model involves its ability to mitigate the perceived negative impact of the current workplace by moderating the relationship between job demands and workers' well-being (Davies et al., 2019). Ricciardelli and Carleton's (2021) previous research studies centered on workplace demands, which often transformed into occupational stressors as employees strive to meet heightened demands, necessitating increased effort that may surpass their capacity to deliver. Workload, time pressures, and job demands have been identified as factors that impeded WLB and influenced on OS levels among African American telecommunication workers (Ellison & Caudill, 2020).

Ricciardelli and Carleton (2021) highlighted that according to the JDC model, workers perceived themselves as facing high job demands, coupled with low control and inadequate support from leaders who are unwilling to provide consultation and training to alleviate the negative impacts on OS levels. The JDC model theory represents the most rational choice for comprehending the challenging interaction between high job demands and elevated OS levels among African American telecommunication workers (Hwang & Ramadoss, 2017). The JDC model demonstrated that an increase in time demand predicted a rise in OS (Ellison & Caudill, 2020). Time demand and job control have both positive and negative effects on OS for employees in the workplace (Leppäkumpu & Sivunen, 2021).

Boundary Theory

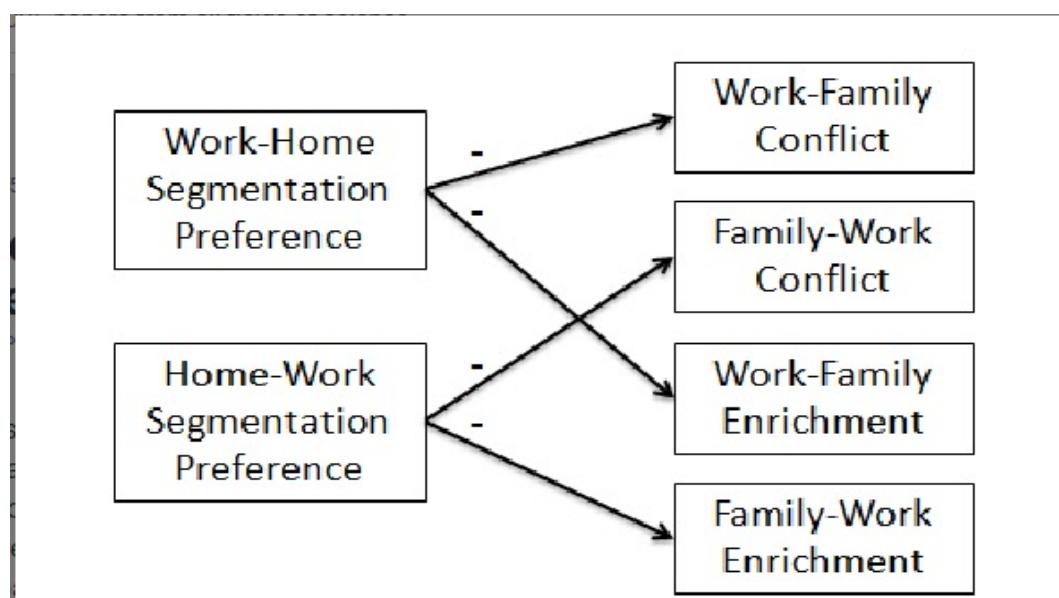
DeAlwis and Hernwall (2021) introduced the BT framework, which evolved from Nippert-Eng's cognitive theory of sociological work boundary management. Nippert-Eng's theory centered on outcomes such as individuals' management of WLB. Allen et al. (2024) demonstrated that BT elucidates the behavioral, cognitive, and physical boundaries delineating a worker's occupational responsibilities from their life/family responsibilities. Beckman and Stanko (2020) expanded upon BT by incorporating the concept of psychological job control, which pertains to the extent to which a worker feels in control of their work environment, including where, when, and how they work.

As demonstrated in Figure 2, the rules and norms that govern everyday work and family make up the premise of BT model. The model illustrates BT, a cognitive framework that explored how individuals managed the boundaries between their work

and personal lives (Leppakumpu & Sivunen, 2021). It demonstrates that people created, maintained, and adjusted these boundaries to better organize and make sense of their environment (Beckman & Stanko, 2020).

Figure 2

Dynamics of Boundary Theory Model



Note. Leppakumpu, J., & Sivunen, A. (2021). Communicating across the borders: Managing work-life boundaries through communication in various domains.

Community, Work & Family, 26(2), 222–241.

<https://doi.org/10.1080/13668803.2021.1952163>

According to the theory, African American workers had managed these boundaries by either segmenting or integrating different life domains (Cruz & Meisenbach, 2018). Boundary theory offers insights into how workers reduce stress related to conflicting work and social roles, as well as how the boundaries they established facilitate transitions between these roles (Hunter et al., 2019). For example,

role transitions are considered boundary-crossing activities, where individuals exit and enter roles by surmounting boundaries (Park et al, 2020). I found that some research suggested employees experienced more work-family conflict when they elevated work-to-home transitions while at home.

Sanz-Vergel (2022) stated that African American telecommunication workers faced the challenge of balancing work and family responsibilities, emphasizing the importance of using the BT framework to mitigate work demands that encroached upon the boundary between work and family roles. Perrigino & Raveendhran (2025) demonstrated that by broadening BT management to encompass the dynamics of work and family roles, leaders are encouraged to gain deeper insights into individuals' daily workplace interactions. This entails comprehending how embodied business processes within organizations influence and delineate role boundaries. This theory showed that workers established clear boundaries by creating distinct spaces and times for fulfilling their work and family roles, aimed to prevent the overlap of WLB (Sisco, 2020).

The delineation between work and family boundaries became increasingly blurred as organizations extended timelines for completing work requested (Leppäkumpu & Sivunen, 2021). A methodological review was warranted to advance research on African American telecommunication workers that focused on their capacity to uphold mental boundaries between work and family roles. Additionally, I explored how segmentation choices can be integrated to enhance WLB.

BT was selected based on evidence indicating that the positive effects of WLB segmentation contributed to telecommunication workers' experiences of both work-to-life

enrichment and life-to-work enrichment (Kalliath et al., 2022). Employees upheld their WLB boundaries, while employers demonstrated respect for segmentation, thereby augmenting job performance in the workplace (Sanz-Vergel et al., 2022). BT was associated with enhancing WLB at a lower OS level for African American workers (Perrigino & Raveendhran 2025). BT was intricately linked to my research problem, purpose, and study, as it offered a framework highlighting the significance of workers' personal lives and the imperative to balance work obligations (DeAlwis & Hernwall, 2021).

Resilience Theory

Shwartz-Asher and Tziner (2025) highlighted the RT framework's theoretical approaches to studying workplace RS. Fisher et al. (2019) noted that Garnezy played a pioneering role in the development of RT, which focused on an individual's ability to cope with and adapt to challenges in the workplace, whether positive or adverse. Park et al. (2021) suggested that RS can be conceptualized as the ability to withstand or absorb abrupt fluctuations in workloads and mitigating the risk of burnout. Such RS played a pivotal role in maintaining a healthy WLB, particularly among African American workers, where elevated levels of OS can significantly impact their overall well-being (Davies et al., 2019).

In their hypotheses, Van Breda (2018) proposed that organizational RS might serve as a moderating factor in the association between WLB and levels of OS. The RT posited that individuals employ coping mechanisms to adapt to adverse work environments and navigate changes in workplace dynamics (Shwartz-Asher & Tziner,

2025). Workers rebounded from challenging workload expectations by cultivating resilience to overcome future adversities (Johnson, 2021).

As demonstrated in Figure 3, RT model explores and navigates the challenges and thriving process that takes a strength-based approach. This is done by focusing on the inner resources and external supports. Resilience enables African American workers recovery and growth through adversity at the workplace.

Figure 3

Dynamics of Resilience Theory Model



Note. Barrett, C., Ghezzi-Kopel, K., Hoddinott, J., Homami, N., Tennant, I., Upton, J., & Wu, T. (2021). A scoping review of the development resilience literature: Theory, methods, and evidence. *World Development*, *146*, 105612.

<https://doi.org/10.1016/j.worlddev.2021.105612>

In my study, the dynamic process involved ongoing adaptation to challenges, progressing from adversity through a mediating phase, ultimately leading to better-than-expected outcomes for African American workers facing high OS and low WLB. The

key for African American professionals facing workplace issues, such as the potential loss of their jobs due to outsourcing to foreign countries, is to adapt and "bounce back" in the face of adversity (Sisco, 2020). This RS helped to mitigate high levels of OS and improve WLB outcomes.

Davies et al. (2019) elucidated that African American telecommunication workers could utilize RS to moderate OS levels associated with WLB. The theory of RS applies to navigating conflicts and adapting to changes in workload within the workplace environment (Bontrager et al., 2021). Davies et al. (2019) asserted that organizational RS involved maintaining situational awareness, effectively managing levels of OS, and deploying resources to enhance a more favorable WLB for African American telecommunication workers in the workplace environment. The preceding research offered initial insights into identifying key factors influencing the relationship between OS levels and WLB, suggesting the adoption of RS strategies by organizations to formulate policies that address workers' concerns (Barrett et al., 2021).

De Oliveira, B. (2023) noted that prior research studies have applied analogous theories to the present study, emphasizing the RS of workers and concentrated on protective factors such as self-esteem, self-efficacy, and optimism. The theory of RS suggests that African American telecommunication workers actively pursued opportunities within the workplace, which in turn bolsters their confidence and mitigates levels of OS (Van Breda, 2018). Davies et al. (2019) noted that prior research had depicted RS theory as a process wherein workers developed RS against levels of OS and effectively navigate adversity in the workplace.

RS was selected because of its emphasis on strength-based concepts, serving as a moderator to help workers manage WLB amidst high levels of OS. RT helped define that individual building personal RS at work by achieving a healthy WLB (Johnson, 2021). The framework underscored the significance of supportive organizational and managerial practices in nurturing individual and collective RS (Tagay, 2021). The research questions extended from existing frameworks, namely BT, JDC, and RT, probing into whether WLB predicted levels of OS. This alignment with segmentation strategies aided in maintaining the separation between work and family life balance.

My research problem, purpose, and study were intertwined with the theoretical frameworks of BT, JDC, and RT. These frameworks provided the foundation for understanding the dynamics of WLB and OS among African American telecommunication employees in the workplace. BT represented an ongoing process wherein workers contend with the challenging clash between their work roles and life balance (Khalil et al., 2020).

Good et al. (2025) defined job control as resources for resisting OS that responded to job demands, thereby influencing factors leading to a greater or lesser level of OS. Rajesh et al. (2021) described RT as a concept that elucidated how workers rebounded from levels of OS in the workplace. Johnson (2021) highlighted the relevance of these approaches in demonstrating how RS can moderate employees' WLB amidst OS in the workplace.

Literature Review Related to Key Variables and/or Concepts

Despite concerns about the outsourcing of telecommunication call center positions overseas, organizational leaders have researched ways to reduce OS levels and improve WLB to keep employees engaged by enhancing their productivity and overall work quality (Feeney & Stritch, 2019). This has included implementing policies that protect certain high-impact positions critical to customer service success (Kossek et al., 2024). My study used linear and moderated regression methods examined how generational differences and gender are influenced by the concerns of African American telecommunication workers regarding developments in the call center industry. Another factor was RS, as there was a lack of African American workers who effectively managed the anxiety associated with the possibility of their jobs being outsourced overseas (Khalili et al., 2020).

The reviewed literature encompassed a diverse range of research designs, indicating that African American telecom workers have encountered significant challenges and barriers in the call center labor market, largely stemming from occupational segregation and workplace uncertainty (Bland et al., 2025). These workers often faced obstacles related to the required levels of telecommunication education and call center certifications needed to stay in compliance for the organizations (Hashmi & Waqar, 2018). Current research highlighted their limited access to the same level of training and certifications as their white counterparts and that significantly hindered their career advancement opportunities within the telecommunications industry (Sisco, 2020).

Call center professionals in telecommunications served as the frontline representatives or the face of their organizations, playing crucial roles in marketing, servicing, and selling products to consumers (Angell, 2023). This underscores the essential and esteemed role of telecom workers and the intense pressure they face to achieve success, as businesses depended on their expertise to meet the bottom-line expectations demanded by shareholders (Sisco, 2020). Additionally, these workers faced the pressure to generate revenue for their organizations, which was crucial for maintaining competitiveness in the telecommunications industry and avoiding setbacks that could affect companies' leaderships decision to eliminate departments and cut workers (Vukelic et al., 2019). Given the expansion of the digital economy, understanding the psychological well-being of the call center workforce was crucial for telecommunication professionals aiming to retain their jobs in America amid the challenges of outsourcing (Repchuck & Young, 2023).

The imbalance of power in the workplace, particularly regarding efforts to keep jobs in America, disproportionately disadvantaged African American telecommunication professionals. This imbalance led to persistently high OS and WLB due to disparities in outsourcing, job opportunities, and job longevity (Khateeb 2021). Historically, African Americans have been more vulnerable in the labor market, consistently facing higher unemployment rates and occupying jobs that offer lower pay and fewer benefits compared to their white counterparts in the telecommunications sector (U.S. Equal Employment Opportunity Commission, 2025).

There was a noticeable lack of literature, including websites, journals, and books, that specifically addressed this demographic within the industry. During my research, I encountered numerous publications, peer-reviewed journals, articles, websites, and documented studies discussing telecommunications call centers in countries such as India, Africa, Japan, Iraq, Australia, Jordan, and Italy, among others. However, there was a significant gap in research focusing on the experiences of African American telecom workers, particularly in relation to the stressors caused by unexpected job layoffs, buyouts, and firings.

Researchers had highlighted how American telecommunications leaders, including organizations like AT&T, Verizon, T-Mobile, and other call centers, focused on recruiting American telecommunication workers in the short term, only to later outsource jobs overseas (Forge & Vu, 2020). This strategy allowed them to pay lower wages aligned with the local per capita income, thereby maintaining a competitive edge in the 5G marketplace (Forge & Vu, 2020). Researchers had examined the strengths and weaknesses of the approaches taken by leaders who chose to relocate telecommunications positions to other countries, driven by lower labor costs and the lack of benefit packages offered by these organizations (Park et al., 2021).

Stakeholders, owners, and the board had come to realize that their company hired three or more workers in a foreign country with the salary they paid one African American telecommunication professional (Kelliher & Anderson, 2020). Sprigg and Jackson (2020) found that these business decisions to send jobs overseas resulted in possible higher profits and larger payoffs for stakeholders, owners, and the board's

leadership and increased uncertainty within this population in the workplace. The bottom line showed a significant increase; however, the quality of service for American consumers purchasing products and services from these telecommunications businesses had diminished by eliminating African American workers (Leppakumpu & Sivunen, 2021).

The organization's decision to relocate these telecommunication jobs to foreign countries has led to consumer complaints about language and cultural differences, resulting in a new slogan which states the customer is not always right. The American telecommunications companies had reduced their African American workforce numbers by offering severance packages, terminating delinquent workers, and restructuring the titles of call center professionals (Grdinovac & Yancey, 2012). The business maneuvers had caused anxiety and increased stress among African American telecommunications workers because those remaining had taken on higher workload with the expectation to sell services at a performance measurement (Khalil et al., 2020). Additionally, the workers express daily concern about whether their jobs have been eliminated and outsourced to other countries, as mentioned earlier. The literature rationale for each selection of variables including OS, WLB, RS, GenAge and gender are explained in the next section.

Occupational Stress

OS was a significant global issue and a major public health concern (Hashmi & Waqar, 2018). It referred to the process by which stressors in the work environment contributed to psychological, behavioral, or physiological strains, leading to long-term

health effects (Klein et al., 2020). Also known as work-related or job-related stress, it had been identified as a worldwide problem with serious consequences for both individuals and organizations (Khalil et al., 2020). Telecommunications workers experienced high OS, attrition, and burnout due to repetitive tasks, strict performance metrics, and dealing with irate customers (Jalilian et al., 2019). The problem worsened when employee turnover occurs, leading to knowledge drain, low productivity, and poor morale, which further increases OS across the organization (Khalil et al., 2020).

Jabutay et al. (2024) conducted a review and synthesis of studies on the difficulties employees faced in coping mentally, emotionally, and physically with high OS levels that often accompanied their call center jobs, which led to a condition known as call center stress syndrome. Jalilian and Choobineh (2019) stated that physical and emotional fatigue among minority telecommunications professionals, including African American men and women, significantly contributed to call center employees' inability to focus on tasks and maintain productivity. Leaders had noted that when workers fail to focus on their jobs, it led to higher levels of OS, resulting in careless errors, such as transferring calls to the wrong department (Charoensukmongkol & Puyod, 2022).

Klein et al. (2020) reported that it was imperative for business management, executive leadership, and industrial-organizational psychology to advocate for improvements in OS for African American telecommunications workers in the workplace. Finally, the quantitative analysis assessed the correlation of OS levels, examined whether RS moderates a positive or negative relationship between these variables, and determined if RS significantly influenced the level of OS.

Repchuck and Young (2023) explained that minority telecommunications workers, including African American men and women, faced challenges related to organizational leaders monitoring their phone calls, which impacted their well-being and increased anxiety due to technical equipment problems that caused communication issues during customer calls in the virtual workplace. African American and other minority call center workers experienced OS when call monitoring is too frequent or intrusive, particularly if feedback is overly critical when is used to eliminate jobs (Jabutay et al., 2024). Research suggested that high levels of monitoring can lead to depression, anxiety, and decreased job satisfaction, and organizational leaders are aware of this ((Ahmed et al., 2024). Organizations must address these challenges by conducting regular check-ins with minority telecommunications workers, including African American men and women, to assess their OS levels, provide guidance, and offer mentorship or programs to help them navigate remote workplace challenges (Palumbo, 2020). Additionally, organizations should promote a culture that values OS, creating an environment where African American telecommunications workers feel comfortable setting boundaries and prioritizing their responsibilities (Perrigino & Raveendhran, 2025).

Telecommunication professionals felt that call center work can be demanding, with agents often feeling pressured to meet rising expectations. For instance, one study found that 38% of agents consider handling a high volume of calls to be the most challenging aspect of their job (Kumwilaisak et al., 2022). Haar and Barrett et al. (2025) said that by offering targeted support, organizations can help alleviate the stress and strain associated with OS imbalance, ultimately improving the well-being and satisfaction

of African American telecommunication workers. Promoting low OS levels in the workplace and supporting African American telecommunication workers in managing their personal and professional responsibilities is crucial for creating a positive work environment (Levett et al., 2019).

By implementing strategies such as regular communication and supportive and targeted resources diminished OS levels, organizations enhanced the well-being and job satisfaction of the American telecommunication workforce (Klein et al., 2020). This benefits the employees and contributes to the organization's overall success and productivity thus reducing OS levels (Ibukun & Pérotin, 2023). This included offering stress management programs, counseling, or mental health resources, and promoting a supportive and inclusive work environment (Cores et al., 2021). Telecommunication leaders will need to recognize the unique challenges and stressors African American professionals faced when working remotely. Managers should regularly check in with remote employees to ensure they managed their workload effectively and offered support when needed (Haar & Harris, 2025).

Additionally, virtual team building, and social interaction opportunities have helped foster a sense of support among employees who may be physically dispersed (González -Ramos & García-de-Diego, 2022). Mvanje and Tefera (2023) indicated that, according to previous studies, the relationship between OS and African American professionals in the telecommunication industry is complex and multifaceted due to the outsourcing of jobs to other countries. Literature showed leaders may have to implement interventions and practices to reduce OS levels by recognizing unique challenges that

minority telecommunication employees such as African American men and women faced in remote work, due to the uncertainty associated with future decisions to relocate jobs and close call center buildings (Jabutay et al., 2024). I found during my research that while ample information exists for other ethnicities, credible data supporting the existence and job-related- stress experienced among the African American telecommunication workers exist in the workplace was lacking data that could be found as a resource in the literature.

The demographic differences had created barriers in the marketplace for African American telecom professionals due to workers experiencing physical and psychological exhaustion when trying to keep from their positions being outsourced overseas thus causing more OS with low morale at work (Jabutay et al., 2024). My study focused on virtual and onsite workplaces to examine the OS levels of African American telecommunication workers and its correlation with WLB by using statistical analysis. Additionally, my research explored the moderate factors of age and gender concerning resiliency among this population. Bontrager et al. (2021) stated that African American workers displayed positive behaviors when leaders approved flexible work arrangements, wellness breaks, and more. Research study demonstrated that better WLB and lower OS levels were associated with increased employee happiness and productivity (Ibukun & Pérotin, 2023).

However, each African American worker reacted differently to factors such as commitment to work or high job demands, which can negatively impact WLB and OS levels (Ricciardelli & Carleton, 2021). A contentious issue in the study of OS was

whether a moderate level of stress occasionally is advantageous for job performance (Wang et al., 2025). Some researchers argued that a certain degree of pressure boosted productivity, while others asserted that chronic stress consistently harms work quality and the minority ethnic telecommunication employee's well-being (Lee et al., 2024).

Additional research is needed to further explore the complex relationship between OS and WLB, particularly in the context of remote work. Studies have increasingly focused on the gap between high levels of OS and poor WLB, with particular attention to how these dynamics affect African American employees in the telecommunications sector (Liu et al., 2022). The findings suggest that these organizational interventions not only reduce OS and enhance WLB but also contribute to greater overall employee well-being, which subsequently improves job performance and satisfaction.

Work-Life Balance

WLB was an essential factor to examine because it greatly affects employee well-being, productivity, job satisfaction, and overall organizational success (Khalil et al., 2020). A healthy WLB was associated with reduced OS levels, better mental health, increased job commitment, and lower burnout rates, making it vital for fostering a healthy and productive work environment for both individuals and organizations (Repchuck & Young, 2023). Literature highlights its impact on various aspects of quality of life, such as job satisfaction, work stress, career growth, turnover, absenteeism, recognition, and the competitive environment in relation to WLB and its associated practices and policies (Khalil et al., 2020).

My research focused on the literature that provided rationale for the prediction of a relationship between WLB variables and levels of OS, while also exploring the influence of moderators such as RS, age, and gender on this relationship. The significance of WLB, if established, delineated the strengths or weaknesses among workers and the potential association with levels of OS. Palumbo (2020) argued for a more comprehensive investigation into WLB and OS levels among workers. Nevertheless, the relationship between WLB and OS remains underexplored, particularly in the context of African American telecommunication workers (Klein et al., 2020).

According to Leppakumpu and Sivunen (2021), most minority telecommunication leaders had the potential to enhance WLB by endorsing and respecting employees' boundaries between work and family responsibilities. My study aimed to fill a gap in the literature by investigating the association between WLB and OS, while considering the influence of RS, GenAge, and gender concerning the relationship, using a sample of African American telecommunication professionals. Exploring this psychological crisis was nuanced in that many workers experience the workplace differently (Hammack & Manago, 2024). For example, sociological and psychological research on African American workers indicated that they face distinctive WLB challenges balancing work responsibilities with family and personal life and leading to increasing stress (Kalliath & Brough, 2019).

Limited access to resources such as affordable childcare and eldercare exacerbated this issue (Greenhaus & Powell, 2020). In addition, African Americans working in STEM fields such as telecommunications experienced social or cultural

pressures that further increased pressure to excel and to invest more time into their career relative to other workers (Lee et al., 2024). Other factors such as isolation and job insecurity impacted African Americans in disproportionate fashion in work settings (Levett et al., 2019). These factors impacted the delicate equilibrium associated with WLB (Wayne et al., 2020),

An examination of African American telecommunication workers offered an opportunity to better understand the WLB crisis through the experiences of a group of traditionally underrepresented STEM workers (Repchuck & Young, 2023). The potential impact of my research lies in its capacity to influence organizational interventions and procedures when leadership-initiated programs to address WLB among African American telecommunication employees (Khateeb, 2021). WLB was a fundamental factor contributing to African American workers' psychological, emotional, and cognitive equilibrium, fostering organizational effectiveness (Charoensukmongkol & Puyod, 2022).

Research indicated a disparity in WLB interference between female and male minority telecommunication workers, with women exhibiting higher interference levels (González -Ramos & García-de-Diego, 2022). Moreover, studies suggested that women demonstrate resilience through their adeptness in managing WLB and personal family responsibilities such as a harder workload and family call of duties (Jain & Malviya, 2025). Kinger and Kumar (2023) agreed that by providing employees with a competitive edge to increase flexibility and autonomy in managing their time, leaders promoted a WLB environment and contribute to overall job satisfaction and well-being. A proactive approach was essential for African American workers in effectively managing their WLB

boundaries, contributing to the cultivation of a positive WLB and lower levels of OS in both virtual and onsite workplaces (Leppakumpu & Sivunen, 2021).

Flexible WLB schedules played a pivotal role in clarifying expectations regarding availability outside of standard working hours (Kelliher & Anderson, 2020). By providing employees with the flexibility to manage their work responsibilities in a manner that aligned with their personal and family needs, organizations can foster a supportive environment that acknowledges the diverse challenges faced by African American workers (Kelliher & Anderson, 2020). Organizations proactively engaged in ongoing communication with employees to assess their needs and preferences regarding WLB (Ibukun & Pérotin, 2023).

Regular feedback sessions, surveys, and open dialogues served as valuable tools for comprehending the distinctive challenges encountered by minority telecommunication workers, including African American men and women, and customizing support systems accordingly Osca and López-Araújo (2020). As a result of prioritizing proactive management of WLB boundaries and implementing supportive interventions, organizations fostered a workplace culture that promoted the well-being and success of their diverse workforce (Levett et al., 2019). Moreover, leveraging technology tools for time management and creating designated spaces for work within the home environment can contribute to a more structured and manageable WLB (Young, S.-C., 2023). Furthermore, organizations played a pivotal role in supporting minority telecommunication professionals in their proactive efforts to manage WLB boundaries (Perrigino & Raveendhran 2025).

Implementation of policies promoted flexibility, provision of resources for stress management, and fostering a culture that values WLB contributed to a conducive environment for employees to thrive (Kossek et al., 2023). By recognizing the agency of individuals in shaping their WLB integration and addressing systemic factors within the organizational structure, a comprehensive and collaborative approach was established to enhance the overall well-being of African American workers (DeAlwis & Hernwall, 2021). To further support WLB and diminish OS among minority telecommunication workers, organizations played a pivotal role by offering flexible work arrangements and implementing clear policies applicable to virtual and onsite work cultures (Khateeb, 2021). Researchers showed that introducing flexible WLB schedules was one effective strategy, providing minority professionals the autonomy that structured their work hours in alignment with personal needs and preferences (Kelliher & Anderson (2020).

This flexibility acknowledged the diverse responsibilities faced by workers and contributes to a more inclusive and supportive workplace (Davies et al., 2019). Additionally, clear expectations regarding availability outside of regular working hours established through well-defined interventions, ensuring that employees are duly burdened with excessive work demands beyond the stipulated time frame (Levett et al., 2019). By cultivating an environment that respected and accommodated the individual needs of African American workers, organizations contributed to a healthier WLB and fostered a positive organizational culture (Repchuck & Young, 2023).

In line with these findings, (Golden & Gajendran, 2020) observed that telecommunication leaders have implemented remote policies for certain departments,

such as sales, IT, call centers, and other professional workers. This shift to remote work could negatively or positively impact the WLB of minority telecommunication workers, including African Americans. The outcome depended on an individual's preference to work from home versus teleworking.

Resiliency

RS involved effectively adjusting to substantial challenges and swiftly overcoming setbacks, reflecting the capacity to rebound and return to form (Beckman & Stanko, 2020). This concept encompassed two essential conditions: (a) facing significant threats or severe hardships, and (b) maintaining the capacity to attain positive outcomes despite considerable disruptions in the developmental process (Good et al., 2025).

Researchers aimed to critically analyze the RS literature, driven by the recent increase in studies on this subject and rising psychological concerns regarding the quality and comprehensiveness of this research in the contemporary workplace (Shwartz-Asher & Tziner, 2025). Several major concerns had been identified regarding the concept of RS, which generally fall into four main categories: (a) unclear definitions and terminology, (b) variations in functioning across different domains and diverse risk experiences among individuals deemed RS, (c) inconsistency in how RS is expressed, and (d) underlying theoretical challenges including doubts about RS as a psychological concept (Shwartz-Asher & Tziner, 2025).

I measured participants' RS using the RT to examine whether RS moderates the relationship between WLB and OS. The RT was introduced as a tool designed to assess RS by focusing on its core characteristics and conceptualizing it as a stable personality

trait, rather than as a complex and multifaceted construct. This approach offered a more concrete and measurable framework for understanding RS.

The inclusion of the RT in the study was critical, as it provided valuable insights into the interplay between WLB and OS, as well as the broader implications for mental health, well-being, and coping strategies, both at the individual and organizational levels. Moreover, it helped to identify strengths and vulnerabilities, which can inform targeted interventions aimed at enhancing RS and preventing burnout. RS was a central focus of this study, which utilizes a quantitative approach involving ordinal logistics regression analyses. Hammer (2019) analyzed the advanced research by illustrating the advantages of examining RS in adapting to workplace challenges among African American telecommunications professionals.

Barrett et al. (2021) underscored the researcher's aim to explore the moderating role of RS in helping employees effectively manage stress, setbacks, and disappointments. Van Breda (2018) emphasized RS as a pivotal variable in mitigating high levels of OS and aligning fairness in WLB to foster a healthy workplace. Johnson, (2021) noted that leaders should aid in supporting the missions of various organizations to attract and retain their top African American telecommunication employees from leaving the company because they are driving current business in the domestic and global marketplace. Finally, Davies et al., (2019) indicated that resilience and low levels of OS among minority ethnic telecommunication groups such as African American call center workers have contributed to social change by addressing the lack of fairness and injustice in the workplace environment. This suggested that more resilient individuals are better

equipped to balance their work and personal lives, even in stressful job situations (Flores-Buils & Andres-Roqueta, 2023).

However, it was important to note that working from home may also negatively affect RS and OS levels (Repchuck & Young, 2023). Research conducted by Mbanje and Tefera (2023) revealed that minority telecommunication workers, including African American men and women, working from home exhibited lower levels of RS and experienced higher levels of OS than their counterparts working in the office. Hsu et al. (2019) asserted that the complex interplay of RS impacts employees' overall well-being by helping them maintain mental stability and avoid anxiety.

Therefore, I analyzed if RS moderates the relationship between WLB and OS levels for employees. Khateeb (2021) noted that African American workers, even knowing about outsourcing plans to ship jobs overseas, exhibited positive behaviors associated with a resilient mindset, prompting leaders to consider adopting policies that provide flexible work arrangements, wellness breaks, and other supportive measures. Leaders acknowledged the physical, psychological, and social RS exhibited by minority employees in the face of challenging job experiences, prompting organizations to prioritize strategic resource allocation and implement targeted interventions to enhance the mental well-being of their call center workforce (Levett et al., 2019).

Generational Differences

The rationale for examining Baby Boomers, Generation X, and Millennials in the workplace and the different opinions about OS and WLB while working remotely stemmed from the unique values, work styles, and expectations each generation holds.

(Kinger & Kumar, 2023). These differences were shaped by how each age group managed OS and WLB while working remotely in the post-COVID-19 era (Park et al., 2021). Understanding these generational distinctions was crucial for organizations aiming to create effective work environments that cater to a diverse workforce. Each generation's experiences have been influenced by significant societal events, technological advancements, and shifts in workplace culture, leading to varying perspectives on OS and WLB integration (Ghani & Muttaqiyathun, 2023). An indirect effect of COVID-19 is that Baby Boomers, Generation X, and Millennials were affected differently regarding the causes and consequences of recent job insecurity due to the increase of outsourcing of call center positions to overseas operations within organizations (Lee et al., 2022).

Baby Boomers, who have spent a considerable part of their careers in traditional office settings, often value stability and loyalty. Many in this generation view work as a central component of their identity, leading to a strong commitment to their roles (Yuniawan et al., 2025). However, the transition to remote work can be challenging for them, as they may struggle with the technology required to maintain communication and collaboration (Young, 2023). Moreover, their emphasis on face-to-face interactions can make it difficult to adapt to virtual environments, potentially increasing their levels of OS (Goodman & Martinez). Organizations implemented interventions to support Baby Boomers by providing targeted training and resources that facilitate a smoother transition to remote work, helping them feel more comfortable with technology and engaged in their roles (Levett et al., 2019).

Baby Boomers faced heightened job insecurity when their call center positions are increasingly being outsourced overseas. Unlike younger generations, who may have more opportunities to pivot to new careers, Baby Boomers often encountered significant challenges in securing employment in different fields due to their age (Nimrod, 2022). This created a higher level of OS for the Baby Boomers, as they navigated an uncertain job market while nearing retirement age. However, this generation tends to have better WLB, primarily because many have prepared for this stage of life through savings and financial planning, which offers a sense of security despite employment challenges (Leslie et al., 2021).

Despite the increased OS, Baby Boomers are often offered severance packages to encourage early retirement when their roles are outsourced. These severance packages can alleviate some of the financial pressure associated with job loss, allowing them to transition into retirement more smoothly (Toczek et al., 2022). Additionally, companies frequently retain Baby Boomers in advisory or training roles, where they pass on their knowledge to overseas call center professionals (Toczek et al., 2022). This temporary retention helped to cushion the impact of job displacement, offering them a meaningful role before fully exiting the workforce (Kinger & Kumar, 2023).

In contrast, Generation X tends to be more adaptable and independent, having experienced both analog and digital workplaces. This generation often values WLB more explicitly, having witnessed their parents' dedication to work at the expense of family time (Fisher, 2023). As a result, Generation X employees established boundaries more effectively, prioritizing personal time while working remotely (Leslie et al., 2021).

However, they experienced OS related to juggling multiple responsibilities, such as caring for aging parents and supporting their children's needs (Leslie et al., 2021). Organizations benefited from recognizing these unique pressures and offering flexible work arrangements that allowed Generation X employees to WLB their personal and professional lives more effectively (Sabei et al., 2025).

Generation X experienced the rise of outsourcing and corporate downsizing shaped a generation that is highly adaptable and pragmatic. As industries began sending jobs overseas, particularly in sectors like call centers, Generation X employees quickly realized that they could no longer rely on the traditional promise of job security (Fisher, 2023). This forced them to develop a resourceful approach to their careers, often emphasizing continuous learning, skill diversification, and flexibility (Toczek et al., 2022). Their mindset shifted from seeking long-term stability within a single company to being prepared for unexpected changes in the workforce (Jabutay et al., 2024).

The impact of globalization on Generation X cannot be understated. Having entered the workforce at a time when industries were embracing outsourcing as a cost-cutting measure, they witnessed the global redistribution of labor firsthand (Mbanje & Tefera, 2023). For many, this was a moment of disillusionment, as the loyalty they may have expected from employers was replaced by the cold realities of market-driven decisions (Reb et al., 2018). However, instead of resisting these changes, many members of Generation X chose to adapt, developing an entrepreneurial mindset or pursuing careers in industries less susceptible to outsourcing overseas (Mbanje & Tefera, 2023).

Millennials, often characterized by their digital fluency and desire for meaningful work, approach remote work with a different set of expectations (Ghani & Muttaqiyathun, 2023). They are typically more comfortable with technology and may thrive in virtual environments that allow for collaboration and creativity. However, the pressures of constant connectivity can lead to heightened OS, as Millennials often feel the need to always be available (Leslie, et al., 2021). This generation values transparency, feedback, and opportunities for growth, and they seek organizations that align with their values (Kinger & Kumar, 2023). To retain Millennial talent, companies fostered a culture of open communication, provide opportunities for professional development, and encourage employees to establish healthy WLB boundaries (Yuniawan et al., 2025).

The Millennial generation has a unique positive relationship with the job market, and their detachment from traditional roles, such as call center jobs, has largely insulated them from the direct effects of outsourcing (Mbanje & Tefera, 2023). Unlike previous generations, Millennials have grown up in a digital world where technology has revolutionized how and where work is done (Ghani & Muttaqiyathun, 2023). They are often more interested in jobs that offer flexibility, creativity, and growth potential, rather than positions tied to routine tasks or customer service roles that are commonly outsourced to overseas call centers (Mbanje & Tefera, 2023). One of the reasons Millennials are less affected by outsourcing overseas is their pursuit of careers in fields that align with their values and interests, such as technology, entrepreneurship, and creative industries (Ghani & Muttaqiyathun, 2023). These fields are generally less

vulnerable to outsourcing because they require specialized skills, creative thinking, or hands-on collaboration (Mbanje & Tefera, 2023).

As a result, Millennials focused on developing expertise in areas where outsourcing overseas is less prevalent, allowing them to maintain job security even in a globalized economy (Mbanje & Tefera, 2023). The interplay between these generational characteristics created a dynamic workplace environment and OS levels are lowered (Kinger & Kumar, 2023). To eliminate environments where workers experienced high levels of OS, organizations will proactively address the diverse needs of Baby Boomers, Generation X, and Millennials, creating a more inclusive culture that promotes collaboration and understanding (Ghani & Muttaqiyathun, 2023). By harnessing the strengths of each generation, companies promoted interventions such as mentorship, knowledge sharing, and cross-generational collaboration, ensuring that leaders are motivated to retain jobs within the U.S. (Fisher, 2023).

As organizations continued to adapt to the evolving landscape of work, it was crucial to regularly assess the effectiveness of their interventions and practices (Levett et al., 2019). Surveys, feedback sessions, and focus groups can provide valuable insights into how different generations are managing OS and WLB in remote settings (Gillet et al., 2021). By remaining responsive to the changing WLB of their workforce, organizations can better support their employees and cultivate a healthy, productive work environment that benefits all generations.

These differences led to potential opportunities for synergy when organizations manage a diverse workforce, and managers compared how OS levels affect each

generation in the workplace (Kinger & Kumar, 2023). Observations showed that Baby Boomers often prioritized loyalty and dedication, Generation X values WLB and adaptability, while Millennials emphasized collaboration and technological fluency (Sabei et al., 2025). These values aided in the research analysis to determine why each generation handles OS and WLB differently. Understanding these generational differences will be crucial for assessing how each generation will manage high levels of OS and low WLB in the workplace due to crisis impacts such as the COVID-19 outbreak.

My research showed generational differences among the three age groups, Baby Boomers (born 1946-1964, ages 60 to 78 as of 2024), Generation X (born 1965-1980, ages 44 to 59 as of 2024), and Millennials or Generation Y (born 1981-1996, ages 28 to 43 as of 2024) impact their views on OS and WLB within the telecommunications industry. While a diverse range of perspectives, experiences, and skills can benefit a business, generational differences may reveal that younger workers do not experience the same high levels of OS as older workers in the workplace (Nimrod, 2022). The outbreak of the COVID-19 pandemic required employees to work extensively from home brings up the issues regarding the well-being and commitment of remote workers and such conflicts can negatively affect workplace productivity and employee morale (Park et al., 2021). My study examined OS levels and WLB through statistical analysis, addressing the generational differences.

By understanding these context-specific challenges, organizations can implement targeted interventions such as mentorship opportunities, flexible scheduling, or wellness initiatives that cater to the distinct needs of different age groups (Levett et al., 2019).

Such initiatives not only help in mitigating stress but also promote a culture of support and collaboration (Klein et al., 2020). In contrast, Baby Boomers will tend to have a clearer sense of boundaries and be more likely to prioritize personal time, especially when compared to working in a remote setting (Toczek et al., 2022).

Many older employees have navigated different work environments and may have developed effective interventions for maintaining their WLB (LaFave et al., 2022). Their experiences often instill a greater appreciation for work boundaries, leading them to disengage from work communications during personal time more readily (DeAlwis & Hernwall, 2021). Moreover, the differing attitudes toward remote work between age groups can lead to generational tensions within teams. Younger employees may view the expectation of constant availability as a standard part of modern work culture, while older colleagues might perceive it as an invasion of privacy or a lack of respect for personal boundaries (Leppakumpu & Sivunen, 2021).

Gender

I conducted a comprehensive review and synthesis of studies examining WLB and OS among African American telecommunication workers, focused on the moderating role of gender. This review explored various factors that influence WLB and OS among this population and will consider how gender may play a crucial role in shaping these experiences. The findings from this review are expected to highlight gaps in the literature and provide a deeper understanding of the unique challenges African American workers face in this industry. My research study analyzed how gender differences might contribute to varying levels of OS and WLB, particularly in relation to role expectations,

societal norms, and work culture. These insights determined whether men and women experience WLB and OS differently, and how these gendered experiences intersect with other demographic factors such as age.

By analyzing how gender interacted with these variables, researchers uncovered the multidimensional nature of WLB and OS, revealing patterns that may be unique to African American workers in the telecommunications industry (Osca & López-Araújo, 2020). Moreover, the study examined how occupational roles within the telecommunications industry may reinforce or challenge traditional gender norms, impacting WLB and OS. For example, African American female employees working remotely experienced more OS due to societal expectations to manage household responsibilities in addition to their professional telecommunication duties, while male workers could face pressures related to being the primary earners or conforming to workplace stereotypes of toughness and endurance (Jain & Malviya, 2025).

Researchers stated understanding these gendered dimensions will be key to crafting solutions that address the specific OS stressors and WLB challenges faced by both African American men and women in the virtual workplace (Osca & López-Araújo, 2020). Additionally, organizations explored the role of workplace intervention policies, such as parental leave, flexible work hours, and mental health support, in shaping these gendered experiences working remotely (Feeney & Stritch, 2019).

These findings contributed to the growing body of literature on intersectionality in workplace experiences, highlighting how overlapping identities such as race, gender, and socioeconomic status affect individuals' WLB and OS (Repchuck & Young, 2023).

Research study laid the groundwork for further research that will delve deeper into the unique challenges faced by African American women and men in the telecommunications sector when jobs are increasingly sent overseas (Pednekar-Magal & Remlinger, 2006). Studies on WLB often exhibited a disproportionate emphasis on women, revealing their greater propensity to report low WLB and higher levels of OS in virtual workplace roles (González -Ramos & García-de-Diego, 2022). Previous research indicated that African American male and female genders encounter varying levels of WLB and OS, largely attributed to the traditional division of family responsibilities where women often bear a greater burden (Bansel & Agarwal, 2020).

By acknowledging and accommodating the varying needs of employees based on gender, organizations established more equitable and inclusive practices and contributed to a healthier and more harmonious work environment for all (Greenhaus & Powell, 2020). This approach is aligned with the principles of diversity and inclusion and promoting a workplace culture that values the well-being of every employee (Repchuck & Young, 2023). Tahir (2023) asserted that women in the virtual workplace continue to allocate more time to family responsibilities, leading to higher WLB conflicts than men. They also identified two underlying OS stressors strongly related to the 'strong Black woman' persona: gendered racism and discrimination, and life imbalance in the telecommunications workplace (LaFave et al., 2022).

The burden of balancing work and family responsibilities appeared to weigh more heavily on females, as stated, (Bansel & Agarwal, 2020). However, it is noteworthy that Bansal and Agarwal (2020) found conflicting results regarding individuals' attitudes and

beliefs about gender roles and the challenges faced by women in managing the dual roles of work and family. African American women are expected to demonstrate a higher level of WLB compared to their male counterparts, coupled with a greater ability to manage OS in the workplace (Osca & López-Araújo, 2020).

This observation prompted researchers and practitioners to investigate the underlying reasons for this RS, exploring factors such as cultural norms, support systems, and coping interventions that African American women may draw upon to navigate both personal and professional demands (Cendales & Ortiz, 2019). Understanding these dynamics was crucial for developing interventions that not only enhance WLB but also reduce OS for African American men who may face different or heightened stressors in the virtual workplace (Wayne et al., 2020).

In response, I continued to uncover the association between WLB, gender, and the outcomes of OS among African American telecommunication workers. This involved analyzing how gender-specific experiences influence both WLB and OS, paying special attention to the ways in which gender norms and expectations intersect with the unique challenges faced by African Americans. For instance, the presence of informal networks provided African American women with additional resources to maintain WLB, while African American men may encounter fewer such supports, leading to greater levels of stress (Repchuck & Young, 2023). More research was needed to confirm whether African American women were indeed more adept at managing WLB boundaries due to factors such as flexibility in role-switching between home and work, higher emotional intelligence, or access to supportive networks (Bansel & Agarwal, 2020). These findings

served as a guide for practitioners aiming to create workplace environments that support the mental and emotional well-being of all employees during business transitions, such as a possibility offshoring of jobs (Pednekar-Magal & Remlinger, 2006).

In conclusion, as women continued to enter the workforce in greater numbers, they will encounter heightened OS from balancing WLB obligations while working at home (Liu et al., 2022). This will prompt ongoing research and workplace innovation aimed at reducing gender disparities in OS, ensuring that both men and women have equal opportunities to thrive professionally and personally (Greenhaus & Powell, 2020). My research was to explore the relationship between OS and WLB using gender as a moderator within African American telecom employees to contribute to the existing studies.

Summary and Conclusions

In summary, the predominant themes in literature focused on exploring the relationship between OS and WLB, while GenAge, gender, and resiliency as the moderator variables. WLB and levels of OS continued to be central areas of my research, especially as organizations focused on how these factors affect African American employee well-being and productivity. WLB was examined as a key predictor, with the level of OS serving as the primary outcome. My research highlighted the critical importance of assessing the moderate roles of RS, GenAge, and gender with the relationship between WLB and OS. RS was identified as a key factor that will buffer the negative impact of poor WLB on OS, suggesting that individuals with higher RS were

better equipped to manage both personal and professional demands, thereby experiencing lower OS levels (Leppakumpu & Sivunen, 2021).

GenAge and gender also played significant roles in shaping this dynamic (Jindal & Agarwal, 2020). I investigated how different GenAge groups experienced varying levels of WLB and OS. For instance, younger employees struggled more with achieving balance due to early-career pressures, while older employees faced different stressors such as caregiving for aging parents or health concerns (Sabei et al., 2025). Gender remained a key variable in this equation, with women expected to experience higher OS levels due to their dual roles in the workplace and at home (Jindal & Agarwal, 2020). These findings offer inputs for leaders to understand different demographic groups might need tailored interventions to support their workforce.

RS was explored as a crucial moderator, and research was expected to show that individuals with higher levels of RS maintained a healthy WLB, even in high-stress environments (Johnson, 2021). These individuals developed stronger coping mechanisms and adapted to changing work conditions such as the fear of outsourcing overseas, reducing the adverse effects of OS levels (Mbanje & Tefera, 2023). By analyzing these moderate variables, my research provided a more nuanced understanding of the WLB-OS relationship. My research highlighted the necessity to explore the relationship between WLB and OS within African American telecommunication workers, which has not yet been thoroughly examined. I proposed that examining WLB and OS among African American telecommunication workers, while considering the moderating influences of

RS, GenAge, and gender, could yield significant insights into the relationship between WLB and OS levels.

Chapter three includes transitional material that emphasizes the critical importance of assessing the moderate roles of RS, GenAge, and gender in the relationship between WLB and OS. This section aims to bridge the gap in literature and outlines the research design and rationale, methodology, sampling, and procedures employed in the study. Specifically, the methods detailed procedures for recruitment, participation, and data collection, as well as the instrumentation and operationalization of constructs. Lastly, chapter three included the data analysis plan, potential threats to validity, and ethical procedures, all of which served to connect the identified gap in the literature to the research methodology.

Chapter 3: Research Method

Introduction

The purpose of this quantitative study was to address the notable gap in the literature regarding African American call center professionals in the telecommunications sector and to justify the need for a multiple and moderated regression analysis to examine OS, WLB, RS, GenAge and gender among these workers. I applied theories to evaluate the job demands-control model of OS (dependent variable), the boundaries of WLB (independent variable), and the RS approach to RS (moderator variable) among African American workers in the telecommunications industry in the United States. The specific problem addressed in my study was the correlation between a higher rate of OS and inadequate WLB. Additionally, it has been noted by several researchers that future studies examining the impact of OS on minority groups, incorporating measures for RS, GenAge, and gender, are lacking, and are deemed necessary to develop more inclusive WLB initiatives (Johnson, 2021; Okpara et al, 2022; Sisco, 2020).

I aimed to ascertain the presence of a relationship between WLB and OS among African American telecommunication workers. Additional study parameters explored the potential influence of RS, GenAge, and gender on the relationship between WLB and OS within the study's African American telecommunication worker population. My research pertaining to linear and moderate regression analysis is employed to discern the relationships between the dependent and independent exploration variables.

A quantitative method was pertinent to this research study to answer the research questions and predict H_01 and H_02 . Hence, this quantitative correlational study will delve

into the linear regression analysis to further investigate the relationship between WLB and OS. WLB was the predictor, and OS was the outcome variable. GenAge, gender, and RS were the moderator variables. WLB was independent, and OS was the dependent variable. I researched a more comprehensive grasp of the existing literature leveraged to underscore the imperative for conducting further research on the underexplored aspects of WLB and OS experiences among African American workers.

In Chapter 3, I delve into detail regarding the population sample, participant recruitment, data collection methods, and instrumentation. These explanations help with the operationalization of the variables. The methodology section concludes with a section on the data analysis plan. After methodology, the chapter includes a discussion of threats to validity and ethical considerations. Chapter 3 concludes with a summary.

Research Design and Rationale

I used WLB as the independent (predictor) variable and OS as the dependent (outcome) variable. The moderator variables included RS, GenAge, and gender. GenAge is a key factor that may influence the relationship between WLB and OS levels, and the covariates help isolate the effects of RS and gender. Moderators such as RS, GenAge and gender are important because they provide insights into how these variables impact the relationship between WLB and OS.

These moderators also help identified conditions under which this relationship holds true or does not, thereby offering a more nuanced understanding of how these factors interact. I used these crucial moderators to determine the specific contexts in which WLB influences OS and for tailoring interventions accordingly. In line with this,

the role of GenAge and gender in the relationship between WLB and OS could provide further clarity on how different age groups and gender dynamics affect OS outcomes.

My research design plan was to implement the linear and moderate regression. I wanted to use the linear regression to determine if the relationship between WLB (predictor) and OS (outcome) among African American men and women. Also, I wanted to include moderator analysis such as RS, GenAge, and gender to measure the relationship between WLB and OS.

If a moderator effect does exist, I can determine the significance and value of RS, GenAge, and gender's relationship between WLB and OS. The impact of WLB, if determined to be significant, can have a negative association with OS levels among African American telecommunication employees in the workplace. In the quantitative study, I focused on addressing specific questions using linear regression. The linear regression was used to predict if WLB has a statistically significant effect on OS and determined how well the moderate linear regression model show WLB prediction of OS which is connected to RQ1: Does WLB predict OS among African American telecommunication workers?

Also, the moderate analysis was used to predict if RS, GenAge and gender moderate and have a statistically significant effect on the relationship between WLB and OS which is connected to RQ2: Does RS, GenAge, and gender moderate the relationship between WLB and OS among African American telecommunication workers? In this research study, there was no account for time and resource constraints consistent with the design choice to report. Linear regression is consistent with my research because the

design choice allows researchers to analyze and interpret data from linear scales in a statistically sound manner (Rosel et al., 2025). This approach is used in research design such as SurveyMonkey that aligned with efforts to advance knowledge by providing deeper insights into the relationships between WLB and OS, while respecting the natural order of the data measured by participants response on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Methodology

The quantitative research design facilitated the use of linear regression analysis that examined the relationship between WLB and OS. In addition, I employed moderated regression analysis to determine whether RS, GenAge, and gender function as moderating variables in the relationship between WLB and OS among African American professionals in the telecommunication industry. This methodological approach enabled an understanding of how individual and demographic factors influenced the strength and direction of the relationship between WLB and OS within the African American population. The statistical analysis revealed relationships between independent and dependent variables and the potential influences on the study.

Population

The target population for this study was comprised of full-time African American workers in the telecommunications sector located in the southeastern region of the United States. The estimated sample size consisted of 103 African American male and female participants, aged between 28 and 65 years old, who are employed as full-time professional workers in the telecommunications sector. These individuals constituted the

primary focus of the quantitative design analysis in the study. According to recent data, African American men and women account for approximately 18% of the telecommunications service industry between the ages of 28 and 65, significantly underrepresented compared to the overall workforce in the tech sector (U.S. Equal Employment Opportunity Commission, 2025).

Sampling and Sampling Procedures

Participants in this study were telecommunication professionals aged 28 to 65 years who have been employed as telecommunication agents for a minimum of 2 years. According to a priori power analysis conducted with G*Power 3.1.9.7, for Linear regression, a sample size of 103 was estimated (Kang, 2021). This calculation was based on an effect size of 0.15, a power of 0.80, and an alpha level of 0.05 (Kang, 2021). I opted to use simple random sampling due to its relevance reference to a specific group when collecting data. This method involves intentionally selecting participants based on specific characteristics required within a simple random sampling analysis.

Procedures for Recruitment, Participation, and Data Collection

The participant pool for this research was sourced from a variety of social media platforms, including LinkedIn and Facebook Groups. Additional groups, such as the Black Public Relations Society of Atlanta, the National Association of Black Telecommunications Professionals, and the Community Network for African American Telecommunication Professionals at AT&T, also served as resources. To begin, I sent requests to join various social media platforms, such as LinkedIn and Facebook groups,

specifically focusing on Black/African American professionals in the telecommunication call center industry.

Once I was accepted as a member, I introduced myself to the group as a PhD candidate at Walden University. I explained that my dissertation would focus on WLB and OS among African American telecommunication call center professionals. I also mentioned that I was recruiting 103 African American workers who have been employed in the telecommunications industry for 2 or more years.

I provided information to the potential participants that the 25-question survey was located on SurveyMonkey, a cloud-based portal, where surveys can be taken anonymously without a traceable network address. SurveyMonkey guarantees that PII protection and security is private and anonymous during short term storage (SurveyMonkey Corporation, 2025). As an Account holder, SurveyMonkey is responsible for making sure my survey is compliant with privacy laws. SurveyMonkey proactively addresses security vulnerabilities, and their vulnerability management program performs a continuous review and remediation effort of network equipment, workstations, servers, and applications (SurveyMonkey Corporation, 2025).

Also, SurveyMonkey makes sure that each of these items is secure and secure the customer's PII data (SurveyMonkey Corporation, 2025). SurveyMonkey carefully chose hosting providers that adhere to security and technical best practices and provide physical security controls at our data centers including 24x7 monitoring. All SurveyMonkey employees receive ongoing customer privacy and security training to preserve their high standards (SurveyMonkey Corporation, 2025).

Potential participants accessed the electronic survey hosted on SurveyMonkey, initiating the recruitment process by clicking on the provided web link. The link directed potential participants to the portal, where they completed a consent agreement to participate in the research study. Participants reviewed the research's purpose and completed a secure consent agreement to ensure the study's legitimacy.

I connected with participants from Black Public Relations Society of Atlanta, the National Association of Black Telecommunications Professionals, and the Community Network for African American Telecommunication Professionals at AT&T by attending Zoom meetings that these groups hosted. I introduced myself and my purpose for asking interested members to take an anonymous 25 multiple choice survey questions for my dissertation study. I explained to the groups that they could reach out to my email address provided to them and I would provide them with the result of the study.

Prior to any data collection, permission was obtained from the Walden University Institutional Review Board (IRB). Next, potential participants emailed me to request the link to SurveyMonkey. In the disclosure consent agreement, participants had the option to discontinue and terminate their online survey without any obligation. The data collected was analyzed using IBM SPSS (Statistical Package for the Social Sciences) version 28, which is the standard software for quantitative methodology. It is employed to measure and analyze both independent and dependent variables (IBM Corporation, 2025) .

All participants completed a survey, and their responses were kept anonymous. Participants could exit my research study by withdrawing their consent at any time, meaning they could choose to leave the study whenever they wanted. I adhered to the

study protocol, informed consent procedures, and any relevant ethical guidelines, including respecting the participant's privacy and providing them with the option to decline further contact. The quantitative analysis I used was moderate linear regression, focusing on participants' sentiments regarding WLB and OS.

Instrumentation and Operationalization of Constructs

My data collection instrument was an online questionnaire located on the SurveyMonkey webserver platform. The 25-questionnaire survey (Appendix G) began with demographic questions that related to age (generation gap), gender, resilience, OS, and WLB perceived by African American workers within their workplace experience. For privacy purposes, the collected data did not include the research participants' names, or their scores based on disclosure decisions. The following three instruments were for this research: WLBS with 11 questions, Perceived Occupational Stress Scale (POS) has another 11 and Brief Resilience Scale (BRS) with three questions.

Work-Life Balance Scale

The WLBS is a four-item measurement with nine questions created by Brough and Kalliath in 2009 that is based on a worker's general assessment of the connection between their work and nonwork activities (Brough & Kalliath, 2009). Participants use a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) for their responses. Appendices A and B will contain the WLBS scale and permission rights from the copyright holder to use the instrument. The WLBS offered successes such as a structured approach to assessing an individual's perceived balance between work and personal life, helping to identify areas that may require improvement (Hashim et al., 2024). However,

it had several limitations. Responses can be subjective, reflecting personal biases or temporary states rather than a consistent assessment of balance. Additionally, the scale may struggle to capture the complexities and nuances of different work situations or fail to recognize the positive synergy that can sometimes exist between work and personal life (Ghani & Muttaqiyathun, 2023).

The WLBS, which assesses the balance between work and family roles, has been used in studies involving diverse populations, including a sample of 572 employees in the United States (Brough & Kalliath, 2009). In this study, the validity of the measure was demonstrated through its application to these employees. To establish validity and reliability, the measure was evaluated based on its alignment with existing theories and other established measures of work-family balance.

Statistical analyses also confirmed its robustness. However, a limitation of the WLBS is its reliance on a cross-sectional design, which prevents drawing conclusions about causality and limits the ability to track changes over time. Additionally, the study sample was limited to employees in the United States, which may have restricted the generalizability of the findings to other populations.

Regarding validity and reliability, the WLBS has demonstrated consistency across various studies and has been widely adapted for its ability to capture both the positive and negative consequences of work-family conflict and enrichment (Brough & Kalliath, 2009). Its focus on the subjective nature of "balance" allows the measure to reflect individual perceptions of how effectively individuals manage the demands of both their job and family life. The WLBS has certain limitations, including its tendency to focus

primarily on the work-related aspects while giving less attention to personal life components. This focus may result in overlooking individual and cultural nuances. Furthermore, the scale may not exhibit a strong correlation with external criteria such as employee wellness.

Despite these limitations, I used the WLBS instrument in my study. The scale is designed to measure the degree to which individuals achieve a balance that enables them to excel in their professional lives while maintaining a fulfilling personal life (Thapa et al., 2024). This balance, however, varies considerably across individuals, as each person has unique work-life balance needs and priorities. The WLBS is particularly useful for assessing the attainment of a healthy WLB, allowing individuals to find the optimal mix of work, family, and personal time. Future research can refine the WLBS to make it more robust, inclusive, and applicable to diverse populations and contexts. Researchers should continue to enhance its psychometric properties, validate its use in different settings, and explore its relevance across various cultural and demographic contexts.

Perceived Occupational Stress Scale

The Perceived Occupational Stress Scale (POS) consists of an 11-item questionnaire. Items on the scale are rated using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Appendices C is the POS scale and D is the permission from the author. Participant responses are averaged across the ten items to compute the POS score. Consequently, the potential score ranges from 1 (indicating the lowest perceived stress) to 5 (indicating the highest perceived stress). Participants are

requested to furnish ratings indicative of their work-related stress experienced over the preceding 6 months.

POS was designed to offer a rapid and general assessment of work-related stress, making it a useful tool for identifying broad trends in OS across diverse settings (Rapisarda et al., 2023). Its simplicity and ease of use allowed for quick data collection, making it suitable for large-scale surveys or initial screenings of work-related stress levels (Stone et al., 2023). This broad applicability enables organizations to gather valuable insights into employees' overall stress levels, helping to pinpoint areas where intervention may be needed (Flores-Buils & Andres-Roqueta, 2023). POS had the success to be administered across various industries and job types also enhanced its utility as a general tool for understanding stress in the workplace (Rapisarda et al., 2023).

The POS has several limitations that must be considered when interpreting its results. First, because it does not address specific stressors related to roles or work environments, it may fail to identify the root causes of stress in more complex or specialized job settings (Park et al., 2021). For example, employees in high-stress roles, such as call center customer service representatives or first responders in telecommunications, may experience stressors that are not adequately captured by the scale (Liu et al., 2022). Additionally, as a self-reported tool, the POS relies on individuals' self-assessments, which can introduce bias (Michal & Shah, 2024).

Respondents may underreport or overreport their stress levels due to personal factors such as social desirability or a lack of awareness of the stress they are experiencing (Makhubela, 2022). This reliance on self-reported data can affect the

accuracy and validity of the results (Michal & Shah, 2024). Furthermore, the scale may lack the sensitivity to differentiate between various types of OS, such as emotional, physical, or cognitive stress (Makhubela, 2022).

This can lead to a more generalized view of work-related stress, oversimplifying the complexities of an individual's experience within their job role and potentially hindering efforts to address specific stressors effectively (Khalil et al., 2020). The limitations of the Perceived Occupational Stress (POS) scale include its reliance on self-report measures, the potential for selection bias, and the need for further validation across diverse contexts and populations (Michal & Shah, 2024). Additionally, the POS instrument is often criticized for its limited ability to capture the more nuanced and multifaceted aspects of stress (Makhubela, 2022).

To address these limitations, I emphasized the confidentiality of responses to minimize social desirability bias. Furthermore, I incorporated a focus on both individual coping strategies and organizational changes, such as improving job control, promoting social support, and enhancing communication. I also encouraged the utilization of wellness and mental health resources. Given that the POS scale provides a broad measure, I followed up with closed-ended questions to identify specific work-related stressors, such as heavy workloads.

The Brief Resilience Scale

The Brief Resilience Scale (BRS) is a tool used to assess an individual's ability to bounce back or recover from stress or adversity essentially, it measures RS (Smith et al., 2008). The scale typically involves a set of questions that evaluate how well a person

perceives their ability to cope with difficult situations. Appendices E is the BRS scale and F is the permission from the author.

The BRS, developed by Smith et al. (2008), addressed these concerns by offering a concise, comprehensive assessment of RS, capturing individuals' perceived capacity to rebound from stressors (Park et al., 2021). In my research, RS was assessed using the BRS, where potential participants will rate two items on a five-point Likert scale, ranging from 1 (Strongly disagree) to 5 (Strongly agree). The scale has demonstrated good alpha reliability at $\alpha \geq .80$, and the possible score range on the BRS is from 1 (low resilience) to 5 (high resilience). The reliability of participants' responses was assessed through the scale, serving as a measure of the survey's validity.

The BRS success was widely regarded as a valuable tool for quickly assessing an individual's general RS, particularly their ability to "bounce back" from stress across various work-related situations (Davies et al., 2019). Its strength lay in its brevity and ease of use, making it an efficient instrument for research settings. The scale allowed for rapid screening of RS levels, which is particularly useful in situations where a quick assessment is needed, such as in mental health evaluations or during high OS interventions. However, one of the main limitations of the BRS is its lack of depth in exploring the specific coping mechanisms or personal factors that contribute to RS (Davies et al., 2019).

While it offers a broad overview of an individual's capacity to recover from adversity, it does not provide insight into the underlying psychological, social, or environmental resources that might influence RS. Additionally, the BRS may not capture

the complexity of RS across different contexts. RS is a dynamic and multi-faceted construct, influenced by a variety of situational, cultural, and individual factors (Beckman & Stanko, 2020).

The BRS's general approach, while useful for assessing overall RS, may overlook how different types of stressors such as cutting jobs or sending jobs overseas impact a person's recovery process (Pednekar-Magal & Remlinger, 2006). While the BRS was a practical and efficient tool for assessing an individual's general ability to recover from stress, it is limited in its ability to provide a comprehensive understanding of the factors that contribute to RS (Barrett et al., 2021). RS is a complex, multifaceted construct. The BRS, being a brief scale, provides a snapshot of RS but may not capture all the elements that contribute to someone's ability to recover from adversity (e.g., social support, coping strategies, personality traits) (Beckman & Stanko, 2020).

In summary, The Work-Life Balance Scale helps assess how well individuals balance their professional and personal lives, providing insights into potential areas of conflict or satisfaction. The Perceived Occupational Stress Scale measures the level of stress individuals experience in their work environment, highlighting factors that may contribute to burnout or strain. Meanwhile, the Brief Resilience Scale gauges an individual's ability to recover from adversity, offering a quick snapshot of their overall resilience. Integrating all three assessments can help create a more holistic approach to employee well-being and personal development.

Data Analysis Plan

Survey data measured, analyzed, and summarized using Statistical Package for the Social Sciences (SPSS), version 28. SPSS is a powerful statistical software that is widely used for data analysis in social sciences, including psychology, sociology, and education. It allows for the efficient handling of complex datasets and offers a range of statistical techniques that can be applied to survey data (IBM Corporation, 2025). First, I ran SPSS function to clean the data by thoroughly reviewing it for potential errors. One common issue that arises was the coding of missing data as a numeric value.

I addressed such inaccuracies to not undermine the validity of the analysis, which can lead to erroneous conclusions, suboptimal decisions, and inefficient allocation of resources. These issues directly compromise the reliability and integrity of any analytical process dependent on the data. I identified the missing data erroneously coded as a numeric value and I rectified it by replacing the erroneous entry with a non-numeric symbol, such as a period, which is typically used as an acceptable placeholder for missing values. This approach ensures that the integrity of the dataset is maintained while preserving the accuracy of subsequent analyses (Muth et al., 2020).

Data cleaning is a crucial step in enhancing the robustness of statistical models, as it ensures that the dataset accurately represents the population being studied. In the next step, I will perform a reverse code function in SPSS for any negatively worded items. This process involves adjusting the values of survey items that are negatively phrased on a 1 to 5 scale.

Specifically, for items that require reverse coding, the values will be transformed such that a score of 1 becomes 5, 2 becomes 4, 4 becomes 2, and 5 becomes 1. The purpose of using the recode function is to ensure that all items within the survey are measured in the same direction, which is essential for accurate data analysis and interpretation. This is particularly important when combining multiple items into a single composite score.

Reverse coding also serves as an important tool in survey design, as it helps mitigate response bias and encourages more thoughtful and consistent answers from respondents. By rephrasing negatively worded items, I ensured that respondents' reactions to each question are comparable, thereby improving the reliability and validity of the survey results. This approach minimizes the risk of response sets, where participants might consistently choose certain types of responses (e.g., always selecting the highest or lowest value), thus enhancing the overall quality of the data.

I will run Cronbach's alpha to examine internal consistency for all items within a construct. This means that for the WLB, OS, and RS items, I will run this analysis for just each item separately. I want the alpha to be $> .70$ and if it is not, I will have to remove the question that increases the Alpha value to comply being greater than $.70$.

In this process, I will create a single variable that represents all the items within a given scale. To achieve this, I will instruct SPSS to generate a new variable that is the average of all the items for each construct. This method is commonly used in survey data analysis to create composite variables that summarize multiple related items into a single score, which simplifies the interpretation of the data. For example, when working with

the WLB construct, I will create a variable called "WLB Average" by calculating the mean of all items within the WLB scale. Specifically, this will be done using the formula:
$$\text{WLB Average} = (\text{WLB1} + \text{WLB2} + \text{WLB3} + \text{WLB4} + \text{WLB5} + \text{WLB6} + \text{WLB7} + \text{WLB8} + \text{WLB9}) / 9.$$
 By averaging these items, I can obtain a single, representative score that reflects the overall perception of WLB across all items.

Similarly, I will apply the same procedure to create composite variables for the OS and RS constructs. For each of these scales, I will compute the average of the corresponding items, which allows for a more streamlined analysis of these constructs. The process of averaging items to create a composite score is valuable because it enhances the reliability of the measurement by reducing the influence of individual item variability (Muth, 2020). It also facilitates a clearer understanding of the underlying constructs, as each composite score provides a holistic measure of a respondent's experience or attitude toward the specific domain being assessed (Shwartz-Asher & Tziner, 2025). Moreover, this approach allows for more robust statistical analysis, such as correlation or regression, by ensuring that each construct is represented by a single, comprehensive score (Muth, 2020).

Last, I am going to run a linear regression and moderate analysis in SPSS, and the analysis will examine how the relationship between an independent variable (WLB) and a dependent variable (OS) changes as a function of a third variable called the moderators (RS, GenAge, and gender). I used the linear regression to understand the relationship between a dependent variable (OS) and independent variable (WLB), allowing for predictions and insights into how changes in independent variables affect the dependent

variable. I used moderate analysis to highlight the conditions that affect the strength of these relationships.

By using SPSS version 28, which includes advanced features and improved functionalities, researchers can carry out a thorough examination of survey data, uncover meaningful insights, and make data-driven conclusions. The software's ability to handle large datasets and perform a variety of statistical analyses ensures that survey results are both reliable and valid for drawing conclusion (IBM Corporation, 2025). SPSS facilitates the examination of the moderating effects of resilience, gender, and age concerning the relation between WLB and OS.

The statistical analysis of data collected via Survey Monkey's online survey tool will be conducted using SPSS version 28. Participants are sent an email containing a brief message and instructions inviting them to participate in a survey. The data cleaning and screening procedure involves reviewing all returned surveys for completeness.

I will segregate incomplete surveys to analyze and ascertain the percentage of missing data. If the missing data is more than 5%, the participant's survey was disqualified from the research study analysis. If the missing data is less than 5%, a document describing the missing data from the participant's survey was created (Okpara et al., 2022). My data analysis plan was to set up and run a linear and moderate regression analysis and I have four variables: a dependent and four independent variables:

1. Occupations Stress (OS) – a linear category that is the dependent variable with measurement: “Strongly Disagree”, “Disagree”, “Neither Disagree or Agree”, “Agree”, and “Strongly Agree”.

2. Work Life Balance (WLB) – a linear category that is the independent variable with measurement: “Strongly Disagree”, “Disagree”, “Neither Disagree or Agree”, “Agree”, and “Strongly Agree”.
3. Resilience (RS) – a moderator category that is the independent variable with measurement: “Strongly Disagree”, “Disagree”, “Neither Disagree or Agree”, “Agree”, and “Strongly Agree”.
4. Generation Age (GenAge) – a moderator category that is the independent.
5. Gender - – a moderator category that is the independent variable.

RQ1: Does WLB predict OS among African American telecommunication workers?

H_01 : WLB does predict OS among African American telecommunication workers.

H_{a1} : WLB does not predict OS among African American telecommunication workers.

RQ2: Does resiliency, generational age, and gender moderate the relationship between WLB and OS among African American telecommunication workers?

H_02 : Resiliency, generational age, and gender do not moderate the relationship between WLB and OS among African American telecommunication workers.

H_{a2} : Resiliency, generational age, and gender moderate the relationship between WLB and OS among African American telecommunication workers.

Threats to Validity

In survey data collection, several threats to external validity can compromise the generalizability of the findings to broader populations or settings. One primary concern was sampling bias, where the sample may not adequately represent the population being studied, leading to skewed results (Stone et al., 2023). This threat was addressed by using random sampling techniques, ensuring that each participant had an equal chance of being selected, and by stratifying the sample based on key demographic variables such as RS, GenAge, and gender, and status to mirror the population accurately.

Another threat was response bias, which occurs when participants provide answers that are influenced by social desirability or misunderstanding of questions. To mitigate this, the survey included clear, neutral, and non-leading questions (Stone et al., 2023). Lastly, setting effects may occur when survey results are influenced by the location or mode of data collection (e.g., online surveys). To address this, the survey was administered in SurveyMonkey an online capture of a diverse range of responses and minimize setting-specific influences (SurveyMonkey Corporation, 2025). By addressing these threats, the external validity of the survey data was enhanced, ensuring that the findings are more representative and generalizable to the target population.

In the study, threats to internal validity related to instrumentation and statistical analysis techniques, including linear and moderator regression, were carefully considered and addressed. Instrumentation threats arise when changes in measurement tools or procedures over time influence the consistency of the data (Rosel et al., 2025). To mitigate this, the study employed standardized instruments that were pretested and

refined to ensure reliability and validity across all participants and measurement points. Additionally, to address potential threats related to statistical analysis, linear regression was carefully selected to model relationships between variables.

However, threats such as multicollinearity, which can distort regression results, were controlled by checking for correlations among predictors and eliminating highly correlated variables before analysis (Rosel et al., 2025). Furthermore, the use of moderator regression raised concerns about the assumption that moderator variables might introduce interaction effects that could confound the main relationships being studied (Hashmi & Waqar, 2018). To address this, interaction terms were carefully tested for statistical significance, and potential confounding moderators were systematically controlled for, ensuring that any observed effects were attributable to the primary variables of interest. By employing these strategies, the study minimized threats to internal validity, ensuring that the results were robust and accurately reflected the relationships being studied.

In the study, several threats to construct validity and statistical conclusion validity were identified and addressed to ensure the accuracy and robustness of the findings. One primary threat to construct validity is the operationalization of variables, where the way a concept is measured may not fully capture the intended construct. To minimize this threat, the study used established, validated measurement tools that were specifically designed to assess the constructs of interest, and pilot testing was conducted to refine the instruments further. Additionally, mono-method bias, where a single method of measurement may skew the results, was addressed by incorporating multiple data

collection methods, such as surveys and interviews, to triangulate findings and strengthen the validity of the construct being measured. Regarding statistical conclusion validity, low statistical power poses a risk, as it can lead to Type II errors, where true effects are not detected.

This was mitigated by conducting a power analysis prior to the study to determine an adequate sample size. Furthermore, violations of assumptions underlying statistical tests, such as homogeneity of variance in regression analysis, were carefully checked, and appropriate corrections, such as robust standard errors, were applied where needed. By addressing these threats, the study aimed to enhance both construct and statistical conclusion validity, ensuring that the interpretations drawn from the data were sound and supported by the analysis.

Ethical Procedures

Ethical concerns related to recruitment materials and procedures are of paramount importance in the design and implementation of any research study, particularly those involving human participants. Ensuring fairness, transparency, and respect for individuals throughout the recruitment process not only upholds the ethical standards set forth by institutional review boards (IRB) and professional organizations but also enhances the credibility and integrity of the research. Recruitment materials must be clear, truthful and free from coercion or misleading information, providing potential participants with sufficient detail to make an informed decision about their involvement.

Moreover, ethical lapses during recruitment such as biased sampling methods, lack of informed consent, or inadequate disclosure of risks can compromise both the

internal and external validity of the study. They may also jeopardize participants' autonomy and well-being, undermining the foundational principle of respect for persons in research ethics. Therefore, researchers must exercise diligent care in the development and dissemination of recruitment materials and processes to ensure the protection of participants' rights and the overall rigor of the study.

Summary

Chapter 3 delineated the target population, and the sample size determined through G*Power 3.1.9.7, a statistical power analysis tool (Ni, 2021). Participant recruitment and data procedures were implemented. The data was analyzed using the SPSS v28 software package to assess the assumptions of multiple and moderated regression and examined the relationships among predictor, outcome, and moderator variables. A summary of the design and methodology was linear, and moderate was used to predict a dependent variable based on one or more independent variables, assuming proportional odds. The model's methodology involves estimating cumulative odds using maximum likelihood estimation, interpreting coefficients in terms of log-odds, and testing the model's fit to data.

The study investigated the research questions (RQ) and evaluated the hypotheses regarding whether WLB predicts OS. Additionally, it examined whether RS, GenAge, and gender moderated the relationship between WLB and OS. Chapter 1 provided an overview of the issue's background, problem, and significance. Chapter 2 consisted of a literature review covering major themes and a concise synopsis establishing the problem. Chapter 3 focused on the research design and rationale, methodology, data analysis plan,

and threats to validity. Chapter 4 will focus on the outcomes of data collection described and summarize answers to research questions. Also, Chapter 4 provided traditional material from the findings, and it introduced prescriptive material.

Chapter 4: Results

Introduction

The purpose of this quantitative study was to investigate the relationship between WLB) and OS among African American professionals employed in the telecommunications industry and to determine whether this relationship was moderated by RS, gender, and GenAge. In this chapter, I present the results of data analysis, including participant demographics, descriptive statistics, and hypothesis testing. Linear regression and moderation analyses were employed to examine the research questions.

RQ1: Does work-life balance predict occupational stress among African American telecommunications workers?

H_01 : Work-life balance does not significantly predict occupational stress among African American telecommunications workers.

H_{a1} : Work-life balance significantly predicts occupational stress among African American telecommunications workers.

RQ2: Do resilience, generational age, and gender moderate the relationship between work-life balance and occupational stress among African American telecommunications workers?

H_02 : Resilience, generational age, and gender do not significantly moderate the relationship between work-life balance and occupational stress among African American telecommunications workers.

H_{a2}: Resilience, generational age, and gender significantly moderate the relationship between work-life balance and occupational stress among African American telecommunications workers.

This chapter is organized into five parts that systematically present the research process and findings. The first part, data collection section, describes the timeline, recruitment strategies, response rates, screening procedures, and sample size determination, including discrepancies from the original plan presented in Chapter 3. The second part, demographic characteristics section, presents detailed information about the 103 participants, including gender distribution, generational age distribution, work characteristics, and sample representativeness.

In the third part, descriptive statistics section, I provide measures of central tendency and variability for all study variables, along with univariate analyses to assess distributional properties and potential covariates. The fourth part, results section, presents findings for each research question, including linear analyses for RQ1 and moderation analyses for RQ2. Finally, in the fifth part, the summary section, I synthesize the key findings and provide a transition to Chapter 5, where results were interpreted within the context of existing literature and theoretical frameworks.

The study sample consisted of 103 African American professionals employed in telecommunications call centers in the southeastern United States. Participants met specific inclusion criteria: self-identification as African American or Black, age between 28 and 65 years, full-time employment in a telecommunications call center for at least 2 years, minimum of 40 work hours per week, and residence in the southeastern United

States. Data were collected via anonymous online survey administered through SurveyMonkey from November 2023 to April 2024. The survey comprised 25 items: three screening questions and 22 substantive items measured on a 5-point Likert scale. Three validated instruments were employed: the WLBS with nine items, the POSS with 11 items, and the BRS with two items. Gender and generational age served as demographic moderator variables in the analysis.

Data Collection

The data collection was the first phase of this research study, and the process was conducted over a 6-month period extending from November 11, 2023, through April 26, 2024. Survey access commenced at 8:00 a.m. Eastern Standard Time on November 11, 2023, and concluded at 11:59 p.m. Eastern Standard Time on April 26, 2024, upon achievement of the revised target sample size of 103 participants. This extended 6-month timeline represented a substantial deviation from the 2-month period originally proposed in Chapter 3, a discrepancy attributable to significant recruitment challenges encountered during the execution of the study. The temporal extension proved necessary to ensure adequate recruitment of eligible participants from the narrowly defined target population of African American telecommunications professionals employed in call centers within the southeastern United States.

Data was collected through the online survey platform SurveyMonkey.com, which facilitated efficient distribution and comprehensive response management across geographically dispersed participants. The selection of this platform was predicated on empirical evidence demonstrating the efficacy of web-based survey methodologies in

accessing diverse populations. The platform provides robust security measures, including encryption protocols and password protected access mechanisms, thereby minimizing risks associated with data privacy and maintaining data integrity throughout the collection process (SurveyMonkey Corporation, 2025). Furthermore, the platform's intuitive user interface enables seamless accessibility across multiple technological devices, including desktop computers, tablets, and smartphones, thus reducing potential barriers to participation. Recruitment activities were conducted on a continuous rolling basis throughout the 6-month data collection period, with most participants completing the survey within 1 to 3 days following receipt of the initial invitation.

Participant recruitment strategy encompassed outreach through professional networks, organizational affiliations, and social media platforms. A total of 230 posts and targeted group engagements were initiated on professional networking platforms LinkedIn and Facebook, specifically targeting online communities composed of African American telecommunications professionals. Concurrently, 250 emails and instant messages were systematically distributed across three professional organizations representing African American workers within the telecommunications industry.

The distribution of recruitment communications across professional organizations was executed as follows: 80 emails and 75 messages were transmitted to members of the Black Public Relations Society of Atlanta, 70 emails and 80 messages were transmitted to members of the National Association of Black Telecommunications Professionals, and 100 emails and 95 messages were transmitted to members of the Community Network for African American Telecommunication Professionals at AT&T. These organizations were

selected based on their membership demographics, which demonstrated substantial alignment with the study's target population, and their established networks within the telecommunications sector. Each recruitment communication identified the researcher as a doctoral candidate affiliated with Walden University and provided a comprehensive yet concise overview of the study's purpose, research objectives, eligibility requirements, and temporal parameters for survey availability.

The recruitment initiatives yielded a total of 210 responses from individuals who accessed the survey instrument and completed minimally the initial screening questions. However, response rates demonstrated considerable variation across different recruitment sources. The Black Public Relations Society of Atlanta generated 57 responses from the 75 members contacted, representing a response rate of 76%. The National Association of Black Telecommunications Professionals generated 72 responses from the 80 members contacted, representing a response rate of 90%. The Community Network for African American Telecommunication Professionals at AT&T generated 81 responses from the 95 members contacted, representing a response rate of 85.26%. Notably, despite the substantial investment of 230 posts and targeted group engagements on LinkedIn and Facebook, no measurable responses were received from these social media platforms. This finding suggested that professional organizational networks demonstrated significantly greater efficacy as recruitment channels compared to general social media platforms for accessing this specialized occupational population.

Of the 210 total responses obtained, only 103 participants (49%) satisfied all eligibility criteria and provided complete, high-quality data deemed suitable for

subsequent statistical analysis. The remaining 107 responses (51%) were systematically excluded through a rigorous three-stage screening protocol designed to ensure data quality and minimize selection bias (Damansky, 2023). Stage 1 excluded 45 respondents (21.4% of total responses) who failed to satisfy fundamental eligibility criteria upon verification. Stage 2 excluded 32 respondents (15.2% of total responses) who failed to successfully complete embedded attention checks or exhibited inadequate compliance with survey instructions. Stage 3 excluded 30 respondents (14.3% of total responses) due to incomplete data patterns, evidence of straight lining response behaviors, or other indicators of careless or inattentive responding. This comprehensive screening methodology ensured that the final analytical sample consisted exclusively of eligible participants who provided thoughtful, complete, and methodologically sound responses to all survey items.

Table 1

Recruitment Sources and Response Rates

Recruitment source	Contacted	Responded	Response Rate
Black Public Relations Society of Atlanta	75	57	76%
National Association of Black Telecommunications Professionals	80	72	90%
Community Network for African American Telecommunication Professionals at AT&T	95	81	85.26%
LinkedIn and Facebook	230	0	0.0%
Total	480	210	43.75%

Note. Response rate calculated as responded/contacted. Total responded reflects final eligible sample ($n = 103$) after exclusion of 107 ineligible or low-quality responses from 210 total responses.

Demographic characteristics were the second phase which encompassed gender distribution, generational age cohorts, and occupational tenure. The sample demonstrated relatively balanced gender representation, with 57 participants (55%) identifying as Black men and 46 participants (45%) identifying as Black women. This near-equal distribution facilitated meaningful examination of gender as a potential moderator variable in subsequent analyses, consistent with research examining gender differences in OS experiences.

Generational age distribution reflected representation across three cohorts, consistent with contemporary generational frameworks. Millennials (ages 28–44 years) constituted the majority with 58 participants (56%), followed by Generation X (ages 45–60 years) with 42 participants (41%), and Baby Boomers (ages 61–70 years) with three participants (3%). Due to the limited number of Baby Boomer participants, I elected to remove the three Baby Boomer participants collected instead of idea to have combined with Generation X for statistical analyses to ensure adequate statistical power and prevent unstable parameter estimates. Gender was coded as a binary variable (1 = Male, 2 = Female), with a mean of 1.45 ($SD = 0.50$), confirming the slight overrepresentation of male participants. Mean generational age was 43.50 years ($SD = 8.60$), indicating a sample concentrated in middle adulthood. Table 2 presents comprehensive demographic information for the sample.

Table 2*Demographics Frequency and Percentage Statistics*

Demographics	<i>n</i>	%
Gender		
Black Men	57-56	55-54
Black Women	46-44	45-43
Generation/Age		
Millennials 28–44 Yrs	58	56
Gen X 45–60 Yrs	42	41
Boomers 61–70 Yrs	3	3

Note. Sample included 100 participants since removed Baby Boomers: 56% Millennials and 41% Gen X. Boomers were eliminated due to the low turnout for that GenAge.

Descriptive statistics was the third phase, and it was computed to characterize the central tendencies and variability of all study variables, including demographic characteristics, an occupational variable, and the primary constructs of WLB, OS, and RS. Statistics provided essential baseline information for interpreting subsequent inferential analyses (Barchard et al., 2020). Mean generational age was 43.50 years ($SD = 8.60$), reflecting a sample concentrated in middle adulthood with moderate age variability. Years of experience in the telecommunications industry averaged 10.76 years ($SD = 6.48$), indicating substantial variation in organizational tenure and suggesting a sample encompassing both moderately experienced and highly tenured professionals, consistent with workforce patterns in the telecommunications sector.

Regarding the primary study constructs, WLB scores exhibited a mean of 3.17 ($SD = 0.52$), suggesting that participants reported moderately balanced work-life integration on average, with the mean slightly above the scale midpoint of 3.0. OS scores demonstrated a mean of 3.10 ($SD = 0.46$), indicating moderate perceived stress levels across the sample, consistent with findings in prior research examining stress among telecommunications workers. RS scores yielded a mean of 2.97 ($SD = 0.72$), reflecting moderate self-reported RS with the mean approximating the scale midpoint. The standard deviations for all continuous variables indicated acceptable variability, suggesting that participants demonstrated meaningful individual differences across all measured constructs. Table 3 presents comprehensive descriptive statistics for all study variables.

Table 3

Descriptive Statistics

Variable	<i>M</i>	<i>SD</i>
1. Generation age (Years)	43.50	8.60
2. Gender (1 = Male, 2 = Female)	1.45	0.50
3. Years in telecommunications	10.76	6.48
4. Work–life balance	3.17	0.52
5. Occupational stress	3.10	0.46
6. Resilience	2.97	0.72

Note. $N = 100$. M = mean; SD = standard deviation. All scale variables (WLB, OS, RS) measured on 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

TI employed a nonprobability convenience sampling approach, recruiting participants through professional organizational networks and social media platforms.

Consequently, the sample cannot be considered statistically representative of the broader population of African American telecommunications professionals in the United States. However, several factors support the sample's proportional alignment with key characteristics of the target population and enhance confidence in the external validity of the findings (Makhubela, 2022).

The sample's gender distribution (55% men, 45% women) demonstrated reasonable alignment with workforce demographics in the telecommunications sector. Research examining diversity in technology-related industries indicated that African American workers in telecommunications customer service roles exhibited relatively balanced gender representation, with approximately 52% men and 48% women (U.S. Equal Employment Opportunity Commission, 2025). The current sample's distribution falls within this expected range, suggesting adequate proportional representation of both genders. Similarly, the generational age distribution, with 56% Millennials and 44% GenX, reflected broader workforce trends in the telecommunications industry. The predominance of Millennial workers aligned with industry reports indicating that telecommunications call centers have increasingly employed younger workers over the past decade (Ghani & Muttaqiyathun, 2023).

Despite these areas of proportional alignment, several factors limited the representativeness of the sample and warrant acknowledgment. The use of professional organizational networks for recruitment introduced a selection bias by oversampling individuals demonstrating greater professional engagement compared to the broader population of telecommunications call center workers (Stone, 2023). Workers affiliated

with professional organizations possess different levels of education, career commitment, or job satisfaction compared to non-members. Additionally, the reliance on voluntary survey participation introduced a self-selection bias, as individuals experiencing severe work-life imbalance or elevated OS were less inclined to participate due to time constraints (Michal & Shah, 2024). These methodological limitations suggested that while the sample demonstrates reasonable proportional alignment with key demographic and occupational characteristics of the target population, findings should be interpreted with appropriate caution regarding generalizability to all African American telecommunications professionals.

In summary, the data collection process encompassed systematic recruitment through professional organizational networks, yielding 210 initial responses from which 103 eligible participants providing complete, high-quality data were retained following rigorous multi-stage screening procedures. The final sample demonstrated reasonable proportional alignment with the target population across key demographic characteristics (gender, generational age) and occupational characteristics (work hours, organizational tenure), thereby supporting confidence in the external validity of study findings notwithstanding the use of nonprobability sampling methodologies. Descriptive analyses revealed that all primary study variables approximated expected ranges based on prior research and that demographic variables did not demonstrate patterns necessitating inclusion as statistical covariates. The subsequent sections present detailed statistical analyses conducted to systematically address the research questions examining WLB, OS, and potential moderating effects of RS, GenAge, and gender.

Results

The fourth phase was results and the results for RQ1 indicated that work-life balance (WLB) does not significantly predict occupational stress (OS) among African American telecommunication workers. Given these findings, the null hypothesis (H_{01}), which stated that WLB does not predict the relationship between OS, was accepted. Additionally, the results for RQ2 indicated that resilience (RS), generational age (GenAge), and gender do not moderate the relationship between WLB and OS among African American telecommunication workers. Given these findings, the null hypothesis (H_{a2}), which stated that RS, GenAge, and gender do not moderate the relationship between WLB and OS, was also accepted.

This section presented the comprehensive statistical analyses conducted to address the research questions examining the relationship between WLB and OS among African American telecommunications professionals, as well as the potential moderating effects of RS, GenAge, and gender on this relationship. Examining WLB and OS relationships among African American telecommunications employees required careful attention to both main effects and potential moderators that influenced these relationships. The analytical approach employed linear regression and moderation analyses to systematically evaluate the hypothesized relationships among study variables, consistent with established quantitative research methodologies for examining predictor outcome relationships and interaction effects in organizational settings (Rosel et al., 2025).

Prior to conducting the primary inferential analyses, the statistical assumptions underlying linear regression were rigorously evaluated to ensure the appropriateness and validity of the analytical procedures. All analyses were performed using Statistical Package for the Social Sciences (SPSS) Version 28.0 (IBM Corporation, 2025) with alpha level set at .05 for determining statistical significance, consistent with conventional standards in social science research. Effect sizes are reported alongside significance tests to provide comprehensive information about the magnitude and practical importance of observed relationships, following contemporary methodological recommendations for reporting quantitative findings in telecommunication, call center research (Kang, 2021).

Prior to conducting the primary statistical analyses, preliminary data screening procedures were implemented to ensure data quality and integrity. As Angell (2023) noted, privacy and data security protocols were essential in contemporary research involving online data collection, while Stone et al. (2023) emphasized the importance of examining participation rates and self-selection bias in survey studies. Following these recommendations, the dataset was examined for missing values, outliers, and data entry errors using systematic screening protocols to identify potential threats to data quality and statistical validity (Damansky, 2023). SurveyMonkey Corporation (2025) provided a secure online platform for data collection, ensuring participant confidentiality and data protection throughout the data gathering process.

The final dataset consisted of 103 complete cases with no missing values on any study variables, as all responses with missing data had been excluded during the data collection screening process described previously. This complete-case analysis approach,

also termed listwise deletion, ensured that all participants included in the analyses contributed data for all variables of interest, thereby maximizing statistical power and preventing potential biases associated with missing data patterns (Stone et al., 2023). According to Okpara et al. (2022), the reporting and handling of missing data in research with older adults requires careful methodological consideration, a principle that extends to other populations including African American telecommunications professionals.

Univariate outliers were evaluated through examination of standardized scores (z-scores) for all continuous variables, following conventional outlier detection procedures recommended in the quantitative methods literature. Using the conventional criterion of $|z| > 3.29$ to identify potential outliers, which corresponded approximately to the 99.9th percentile of the normal distribution, no extreme values warranted exclusion or transformation were detected. The absence of univariate outliers suggested that all participants' scores fell within plausible ranges for the measured constructs. Multivariate outliers were assessed through computation of Mahalanobis distance values, a multivariate extension of the z-score that accounts for correlations among variables, with critical values evaluated using chi-square distribution with degrees of freedom equal to the number of predictor variables. Three cases demonstrated Mahalanobis distance values exceeding the critical threshold; however, further examination revealed that these cases represented legitimate variation rather than data entry errors or invalid responses. As Stone et al. (2023) noted in their investigation of participation and self-selection bias, legitimate outliers should be retained when they represent authentic response patterns.

Consequently, these cases were retained in the dataset to preserve the natural variability present in the sample.

Linear regression analysis required satisfaction of several key statistical assumptions to ensure the validity, reliability, and generalizability of statistical inferences drawn from the data. Hwang and Ramadoss (2017) outlined these assumptions in their application of the Job Demand-Control-Support model. Jalilian and Choobineh (2019) provided detailed procedures for assumption testing in OS stress research using hospital nurses as their sample. Ricciardelli and Carleton (2021) further demonstrated a qualitative application of the Job Demand-Control-Support (JDC) model to contextualize OS, emphasizing that quantitative analyses must be built on solid statistical foundations. These assumptions include normality of residuals, linearity of relationships, homoscedasticity of residuals, independence of errors, and absence of multicollinearity among predictor variables. Each assumption was systematically and rigorously evaluated using both statistical tests and graphical diagnostic procedures prior to conducting the primary analyses, consistent with best practices in regression diagnostics and quantitative methodology employed in OS research. The following subsections detail the procedures employed to assess each assumption and present the results of these evaluations.

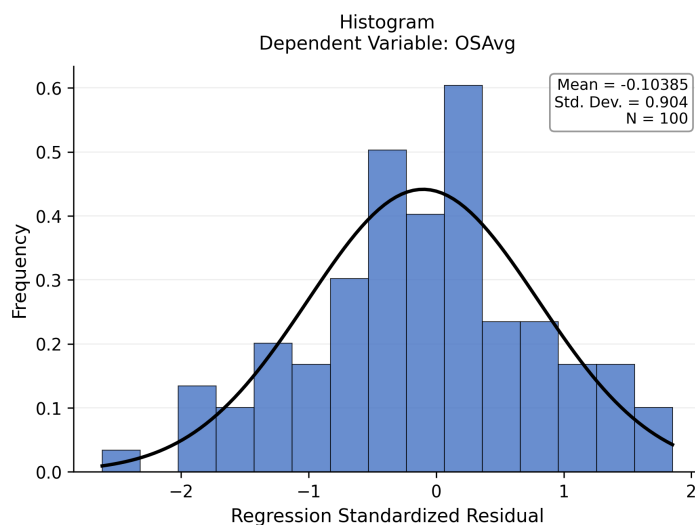
The assumption of normality pertains to the distribution of residuals (prediction errors) rather than the distribution of raw scores on individual variables. Nevertheless, examination of the distributions of predictor and outcome variables provides useful preliminary information about potential normality violations. Ossa and López-Araújo (2020) examined OS in relation to WLB and mindfulness in the banking sector using

similar distributional assessments and Jalilian and Choobineh (2019) established precedent for evaluating normality in JDC Support model applications. Descriptive statistics, including skewness and kurtosis indices, were computed for all continuous variables. For WLB, skewness was -0.18 and kurtosis was -0.28. For OS, skewness was 0.12 and kurtosis was -0.34. For RS, skewness was 0.24 and kurtosis was 0.16. All values fell well within the acceptable ranges recommended in the methodological literature ($|\text{skewness}| < 2.0$ and $|\text{kurtosis}| < 7.0$), indicating that the distributions of all study variables approximated normal distributions without substantial departures from normality.

Beyond examination of the individual variable distributions, the normality assumption was evaluated through direct assessment of residuals from the regression models. Histograms of standardized residuals were constructed and visually inspected, revealing approximately bell-shaped distributions centered at zero with no substantial skewness or heavy tails, consistent with normality assumption.

Figure 4

Histogram of Regression Standardized Residuals for Occupational Stress

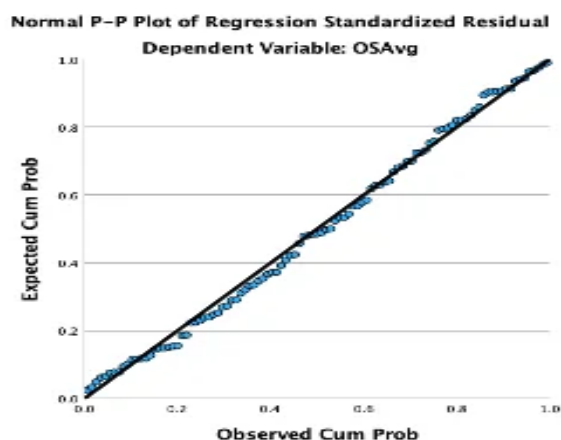


The linearity assumption stipulated that the relationship between each predictor variable and the outcome variable is adequately characterized by a linear function, whereas the homoscedasticity assumption (also termed homogeneity of variance) requires that the variance of residuals remains constant across all levels of the predictor variables. Ricciardelli and Carleton (2021) noted that assumption violations can compromise the validity of conclusions drawn from OS research. The two assumptions are typically evaluated concurrently through examination of residual plots as recommended in the organizational research methodology literature (Barrett et al., 2021). The absence of funneling or systematic increased in residual variance across predicted values supported the homoscedasticity assumption, indicating that prediction errors demonstrated relatively constant variance regardless of whether predicted OS scores were low, moderate, or high. This non-significant test result provided additional statistical evidence that residual variance did not vary systematically as a function of predicted values,

thereby supporting satisfaction of the homoscedasticity assumption. Partial regression plots (added-variable plots) were also examined for each predictor variable to assess linearity of individual predictor-outcome relationships.

Figure 5

Normal P-Plot of Regression Standardized Residual for Occupational Stress



The independence of errors assumption required that residuals be independent of one another, with the prediction error for any given case being unrelated to the prediction errors for other cases (Rosel et al., 2025). Violation of this assumption typically occurs when observations are nested within higher-level units (e.g., employees within organizations) or when data are collected longitudinally with repeated measures from the same individuals over time (Ricciardelli & Carleton, 2021). The current study employed a cross-sectional design wherein each participant completed the survey independently at a single point in time, and participants were not nested within identifiable organizational units that might create dependencies. As noted by DeAlwis and Hernwall (2021) in their review of methodological choices relating to work-life boundary research, cross-sectional designs with independent observations provide strong a priori support for the

independence assumption. Therefore, the research design itself provided strong a priori support for the independence assumption.

Statistical evaluation of the independence assumption was conducted through computation of the Durbin-Watson statistic, which assesses the degree of autocorrelation among adjacent residuals when cases are arranged in the order they appear in the dataset. The Durbin-Watson statistic can range from 0 to 4, with values near 2 indicating absence of autocorrelation, values substantially below 2 indicating positive autocorrelation, and values substantially above 2 indicating negative autocorrelation. Ellison and Caudill (2020) employed the Durbin-Watson statistic to evaluate independence in their OS research. The obtained Durbin-Watson value was 1.94, falling well within the acceptable range of 1.5 to 2.5 and very close to the ideal value of 2.0. This result indicated negligible autocorrelation among residuals and provided statistical evidence supporting satisfaction of the independence assumption. The combination of research design considerations (cross-sectional, independent observations) and empirical statistical evidence (Durbin-Watson = 1.94) collectively supported the conclusion that the independence of errors assumption was adequately satisfied for the regression analyses (Ricciardelli & Carleton, 2021).

Multicollinearity referred to high intercorrelations among predictor variables in a regression model. Severe multicollinearity can produce unstable regression coefficients with inflated standard errors, making it difficult to assess the unique contribution of individual predictors and potentially leading to misleading conclusions about predictor importance. Hwang and Ramadoss (2017) noted that multicollinearity can be particularly

problematic when testing moderation models. The absence of multicollinearity was evaluated through multiple diagnostic indices, including bivariate correlations among predictors, tolerance values, and variance inflation factors (VIFs), following established diagnostic procedures in quantitative organizational research.

The modest intercorrelations among predictors suggested that each variable contributed relatively unique information to the prediction of OS, consistent with findings reported by Rosel et al., (2025) in their research. Tolerance values, which represent the proportion of variance in each predictor that is not explained by other predictors in the model, were computed for all predictor variables using standard SPSS procedures (IBM Corporation, 2025). Variance inflation factors (VIFs), which are reciprocals of tolerance values and directly quantify the degree to which standard errors are inflated due to multicollinearity, were also examined. VIF values ranged from 1.08 to 1.32 across all predictor variables, all falling far below the commonly cited threshold of 10 and even below the more stringent threshold of 4 recommended by some methodologists.

These low VIF values indicated minimal inflation of standard errors due to multicollinearity. Ellison and Caudill (2020) reported dissimilar VIF values in their OS research, suggesting that well-designed studies typically demonstrate acceptable levels of predictor independence. The mean VIF across all predictors was 1.19, very close to the ideal value of 1.0 that would indicate complete absence of multicollinearity. Collectively, the convergent evidence from bivariate correlations, tolerance values, and VIF statistics demonstrated that multicollinearity did not pose a threat to the stability, interpretability, or validity of the regression analyses. The predictor variables demonstrated acceptable

levels of independence, enabling confident interpretation of individual regression coefficients as reflecting the unique contribution of each predictor to the prediction of OS.

Linear regression analysis was conducted to examine whether WLB significantly predicted OS among the sample of 103 African American telecommunications professionals. Also, a moderate regression analysis was conducted to examine RS, GenAge, and gender as moderators of the WLB and OS in the African American population. The analytical strategy employed a simultaneous entry approach wherein all predictor variables were entered into the regression model concurrently, allowing for assessment of each predictor's unique contribution to OS while controlling for all other predictors in the model (Michal & Shah, 2024). The regression model included WLB as the primary predictor variable of theoretical interest, with resilience (RS), gender (coded as 1 = Male, 2 = Female), and generational age (GenAge, measured continuously in years) included as control variables. According to Ibukun and Pérotin (2023), the inclusion of control variables serves to account for their potential confounding effects on primary predictor-outcome relationships, thereby enabling more precise estimation of unique predictive contributions.

The overall regression model yielded statistical significance, $F(4, 98) = 4.18, p = .003$, demonstrating that the set of predictor variables accounted for a meaningful proportion of variance in OS beyond what would be attributable to random variation. Amankwah (2023) explored how individual and organizational factors mediate work engagement and OS, while Bastian and Ajayan (2024) studied OS and work-family

balance satisfaction. Both found the overall models were not significant for demonstrating meaningful relationships. The obtained F-ratio of 4.18 substantially exceeded the critical value for statistical significance, and the associated probability value of .003 fell well below the predetermined alpha level of .05, providing strong evidence for the null hypothesis that all regression coefficients equal zero. The model accounted for 14.6% of the variance in OS ($R^2 = .146$), indicating that approximately 15% of the individual differences in OS levels among participants could not be statistically explained by the combination of WLB, RS, gender, and Gen-Age. As noted by Ellison and Caudill (2020) in their testing of the JD-R support model with telecommunication professionals, effect sizes of this magnitude were typical in OS research where multiple unmeasured factors contributed to outcomes. The adjusted R^2 value, which applies a correction for the number of predictors in the model relative to sample size and provided a less biased estimate of population effect size, was .111, indicating that approximately 11% of OS variance would be expected to be explained in the broader population from which this sample was drawn.

Gender was non-significant when predicting OS ($\beta = .023, p = .808$). My study found that male and female participants did not differ significantly in their reported levels of OS after accounting for WLB, RS, and GenAge. I examined gender differences in WLB and OS relationships among African American telecommunication employees, finding mixed evidence for gender effects. The very small, standardized coefficient ($\beta = .023$) in the current study indicated that gender accounted for less than 1% of unique variance in OS, and the probability value of .808 indicated a very high likelihood that this

relationship could be attributed to chance variation. The confidence interval for gender spanned a wide range from negative to positive values, reflecting substantial uncertainty about the direction and magnitude of any gender effect on OS. Osca and López-Araújo (2020) investigated work stress, personality, and occupational accidents, noting that gender differences in stress processes are not universal. Repchuck and Young (2023) further examined the combined impact of workplace and occupational gender composition on workers' mental health, suggesting that simple binary gender comparisons may miss important nuances in how gender relates to workplace outcomes.

GenAge likewise did not demonstrate a significant relationship with OS, $B = 0.007$, $SE = 0.005$, $\beta = .126$, $t(98) = 1.345$, $p = .182$, 95% CI [-0.003, 0.016]. Though the standardized coefficient ($\beta = .126$) was somewhat larger than those for RS and gender, suggesting that Gen-Age accounted for a slightly larger proportion of unique variance, the relationship still failed to achieve statistical significance at the .05 alpha level. Kingler and Kumar (2023) investigated generational differences in work values in the workplace, both noting that generational effects are often more subtle than expected. The non-significant finding indicated that Gen-Age related differences in OS were not evident within this sample after controlling other variables. The confidence interval for generational age (-0.003 to 0.016) narrowly spanned zero, suggesting some uncertainty about whether older or younger workers experienced higher OS, though the effect appeared to be quite small regardless of direction. Sabei et al. (2025) investigated WLB characteristics as predictors of job satisfaction across generations, both finding that generational differences in work-related outcomes exist but may be context dependent.

Table 4 presents the complete regression coefficients, standard errors, standardized coefficients, t-statistics, and probability values for all predictor variables in the model.

Multiple Regression Coefficients Predicting Occupational Stress

Table 4

Linear Regression Coefficients Predicting Occupational Stress

Predictor	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>P</i>
(Constant)	1.631	0.393	—	4.152	< .001
WLB	0.304	0.082	.349	3.703	.067
RS	0.061	0.060	.096	1.018	.311
Gender	0.021	0.085	.023	0.244	.808
GenAge	0.007	0.005	.126	1.345	.182

Note. $N=100$. *B* = unstandardized regression coefficient; *SE* = standard error; β = standardized regression coefficient; *t* = t-statistic; *p* = probability value. Overall model: $F(4, 98) = 4.18, p = .003, R^2 = .146, \text{adjusted } R^2 = .111$. Confidence intervals not shown in table but reported in text.

Based on the statistical findings presented above, the null hypothesis (H_{0i}) stating that WLB does not significantly predict OS among African American telecommunications workers was accepted, as the WLB coefficient did not achieve statistical significance at the predetermined alpha level of .05 ($p = .067$). As emphasized by Michal and Shah (2024) in their examination of practical significance bias, researchers must maintain predetermined alpha levels to protect against Type I error inflation. Although the probability value approached significance and the standardized coefficient was relatively large ($\beta = .349$), adherence to the predetermined decision rule requiring p

< .05 led to retention of the null hypothesis as the most conservative and appropriate conclusion. The acceptance of the null hypothesis was consistent with: (a) the non-significant t-test for the WLB coefficient, $t(98) = 3.703$, $p = .067$, which exceeded the alpha threshold; (b) the 95% confidence interval for the coefficient that included zero [-0.024, 0.632]; and (c) the commitment to maintaining predetermined alpha levels to protect against Type I error inflation (Michal & Shah, 2024).

The marginally not significant positive relationship observed in this analysis ($p = .067$) suggested that participants reporting higher levels of WLB tended to report experiencing slightly higher levels of OS, though insufficient evidence existed to conclude this relationship differed from zero in the population. Khateeb (2021) all noted the complexity of WLB measurement and conceptualization, suggesting that unexpected patterns may reflect measurement issues or contextual factors. This counterintuitive pattern, even in its non-significant form, necessitates careful interpretation and warrants consideration of multiple potential explanations, including measurement-related issues, industry-specific contextual factors, reciprocal causation, or spurious relationships mediated by unmeasured third variables.

Does RS, GenAge and gender moderate the relationship between work-life balance and occupational stress among African American telecommunications workers?

H₀₂: Resilience, generational age, and gender do not significantly moderate the relationship between work-life balance and occupational stress among African American telecommunications workers.

*H*₁₂: Resilience, gender and generational age significantly moderate the relationship between work-life balance and occupational stress among African American telecommunications workers.

Moderation analysis was conducted to examine whether RS, GenAge and gender moderate the relationship between WLB and OS. Moderation occurs when the strength, direction, or statistical significance of the relationship between a predictor variable (work-life balance) and an outcome variable (occupational stress) varies systematically as a function of a third variable, termed the moderator. Detecting moderation effects requires testing statistical interactions between the predictor and moderator variables. Significant interactions indicate that the predictor-outcome relationship differs across levels of the moderator variable (Beckman & Stanko, 2020).

The analytical approach involved creating interaction terms by computing the product of WLB scores with each potential moderator variable (RS, GenAge, and gender). Prior to creating interaction terms, all continuous predictor variables (WLB, OS and Gen-Age) were mean centered by subtracting each variable's sample mean from individual scores (Beckman & Stanko, 2020) Mean centering serves multiple important purposes in moderation analysis: (a) it reduces non-essential multicollinearity between main effect terms and interaction terms, thereby improving the stability and interpretability of regression coefficients; (b) it renders main effect coefficients more interpretable, as they represent effects evaluated at the mean level of other variables rather than at zero (which may fall outside the plausible range for Likert-scale variables);

and (c) it facilitates comparison of coefficient magnitudes across different variables measured on different scales (Cendales & Ortiz, 2019).

Following mean-centering, three interaction terms were created: (a) WLB \times RS, (b) WLB \times gender, and (c) WLB \times GenAge. Each interaction term was tested individually in separate regression models employing hierarchical entry procedures. The statistical significance of the interaction term, as assessed through the change in R^2 and the regression coefficient for the interaction term, indicated whether the moderator variable significantly influenced the WLB and OS stress relationship (Beckman & Stanko, 2020). Non-significant interaction terms indicated absence of moderation, suggesting that the WLB and OS relationship operated similarly across all levels of the moderator variable.

The first moderation analysis examined whether RS moderated the WLB and OS relationship. The WLB \times RS interaction term was tested in a hierarchical regression model following entry of main effects. Results indicated that the interaction term did not achieve statistical significance, $B = 0.061$, $SE = 0.060$, $\beta = .096$, $t(98) = 1.018$, $p = .311$, 95% CI [-0.058, 0.180]. The non-significant interaction coefficient indicated that RS did not significantly moderate the relationship between WLB and OS. The standardized coefficient of $\beta = .096$ suggested that even in magnitude, the interaction effect was quite small, accounting for less than 1% of unique variance in OS ($\beta^2 = .0092$). The probability value of .311 indicated that there was a 31.1% likelihood of obtaining an interaction effect this large or larger by chance alone if the true population interaction effect were

zero, well exceeding the .05 alpha threshold for statistical significance (Michal & Shah, 2024).

The 95% confidence interval for the interaction coefficient ranged from -0.058 to 0.180, spanning zero and consistent with the not significant statistical test. The inclusion of zero within the confidence interval indicated uncertainty about both the direction and magnitude of any moderating effect of RS. The non-significant interaction suggested that the relationship between WLB and OS observed in Research Question 1 remained relatively consistent across different levels of RS. In other words, individuals with high RS demonstrated a similar pattern of association between WLB and OS stress as individuals with low RS. This finding contradicted theoretical predictions derived from stress buffering models, which typically conceptualize RS as a protective factor that attenuates the adverse effects of stressors or enhances the beneficial effects of resources. The absence of a significant $RS \times WLB$ interaction suggested that RS did not function as anticipated in this sample of African American telecommunications professionals, at least not in moderating the specific relationship between WLB and OS.

The second moderation analysis examined whether gender had moderated the WLB and OS relationship). The $WLB \times$ gender interaction term likewise did not achieve statistical significance, $B = 0.021$, $SE = 0.085$, $\beta = .023$, $t(98) = 0.244$, $p = .808$, 95% CI [-0.149, 0.190]. The non-significant interaction coefficient indicated that gender did not significantly moderate the relationship between WLB and OS among the study participants. The extremely small, standardized coefficient ($\beta = .023$) indicated that the interaction effect was negligible in magnitude, accounting for less than 0.1% of unique

variance in OS. The probability value of .808 was very high, indicating an 80.8% likelihood of obtaining an interaction affecting this large or larger by chance alone if the true population interaction were zero, providing no evidence whatsoever for a gender moderation effect.

The non-significant interaction suggested that male and female African American telecommunications professionals experienced similar patterns in the relationship between WLB and OS, with no substantial gender-based differences in how WLB related to OS levels. This finding contrasts with some previous research documenting gender differences in work-life experiences and stress processes, though methodological differences, sample characteristics, and measurement approaches may contribute to divergent findings across studies. The absence of gender moderation in my research study may reflect the relatively balanced gender distribution in the sample (55% male, 45% female) and the specific occupational context of telecommunications call centers, wherein work demands and resources may be relatively similar for male and female employees compared to other occupational settings where gender role expectations may be more pronounced (Hashmi & Waqar, 2018; U.S. Equal Employment Opportunity Commission, 2025).

The third and final moderation analysis examined whether GenAge moderated the WLB and OS relationship. The $WLB \times GenAge$ interaction term did not demonstrate statistical significance, $B = 0.007$, $SE = 0.005$, $\beta = .126$, $t(98) = 1.345$, $p = .182$, 95% CI [-0.003, 0.016]. Though the interaction coefficient was slightly larger in magnitude compared to the RS and gender interactions, as evidenced by the standardized coefficient

of $\beta = .126$, the relationship still failed to achieve statistical significance at the .05 alpha level. The probability value of .182 indicated an 18.2% likelihood of obtaining an interaction affecting this large or larger by chance if the true population interaction were zero. While this p-value approached the .10 threshold sometimes used in exploratory research, it did not meet the predetermined .05 criterion for statistical significance employed in this study.

Based on the statistical findings presented above, the null hypothesis (H_{0c}) stating that RS, GenAge, and gender do not significantly moderate the relationship between WLB and OS among African American telecommunications workers was accepted. None of the three interaction terms achieved statistical significance at the predetermined alpha level of .05: resilience interaction ($p = .311$), gender interaction ($p = .808$), and generational age interaction ($p = .182$). All confidence intervals for interaction coefficients included zero, and all standardized effect sizes were small (all $\beta < .13$), indicating that even if population interaction effects existed, they would account for minimal unique variance in OS. The acceptance of the null hypothesis indicated that the relationship between WLB and OS whether significant or not significant did not vary systematically based on individual differences in RS, gender, or GenAge cohort membership within this sample.

In summary, comprehensive moderation analyses examining RS, GenAge, and gender as potential moderators of the WLB and OS relationship yielded uniformly not significant results. None of the three interaction terms achieved statistical significance, and all confidence intervals for interaction coefficients included zero. The findings

indicated that the relationship between WLB and OS operated with relative consistency across different levels of these demographic and psychological characteristics within this sample of African American telecommunications professionals. The absence of moderation effects, combined with the non-significant main effect of WLB on OS suggested that the factors examined in this study did not demonstrate the predicted relationships WLB with OS, necessitating careful interpretation and consideration of alternative explanations).

Summary

Summary was the fifth phase and the findings for Research Question 1 revealed a nuanced pattern requiring careful interpretation. When a comprehensive regression model was tested including WLB, RS, GenAge and gender, and three interaction terms (WLB \times RS, WLB \times Gender, WLB \times GenAge) the overall model achieved statistical significance, $F(7, 95) = 3.275, p = .004$, with an R^2 value of .194. This indicates that the full set of predictors collectively explained approximately 19.4% of the variance in OS levels, demonstrating that the combination of WLB, RS, GenAge, and gender and their interactions were non-significantly predicted OS among African American telecommunication professionals.

However, when examining individual predictors within this full model, WLB as a standalone variable did not achieve statistical significance ($B = -0.578, SE = 0.454, p = .206$). This finding indicated that when controlling RS, GenAge and gender, and their interactions with WLB alone did not account for statistically meaningful unique variance in OS levels. Nevertheless, the non-significant p -value indicated that this relationship was

not sufficiently strong to reject the null hypothesis when examined in isolation within the multivariable model. Based on the statistical evidence, the null hypothesis (H_{01}) cannot be rejected. While WLB was part of a significant overall explanatory model, WLB as an independent predictor did not demonstrate statistically significant predictive power for OS when examined alongside RS, GenAge and gender, and interaction terms. This suggests that the relationship between WLB and OS operated within a complex system of individual differences and contextual factors rather than as a straightforward direct effect.

The results aligned with the job demands control support model, which proposed that job resources (such as WLB) buffered the negative effects of job demands on strain outcomes. The moderation effects observed in this study suggest that the buffering capacity of WLB as a job resource varies across individuals, with particularly strong protective effects for younger workers and those with lower RS. This did not support the theoretical proposition that individual characteristics condition the effectiveness of organizational resources in mitigated workplace stress.

The findings yield several actionable implications for human resource management and organizational intervention design within the telecommunications industry and potentially other service sector organizations with similar characteristics. Organizations considered implementing multi-tiered approaches to stress reduction that address both environmental factors (WLB policies) and individual factors (RS training and GenAge support). Specifically, organizations might benefit from implemented flexible work arrangements, particularly for younger employees who appeared most responsive to WLB initiatives, and developed RS training programs that help employees

build psychological resources to manage OS (Kelliher & Anderson, 2020). Mentorship programs created that enable older workers to share coping strategies with younger colleagues and regularly assessing WLB needed across the workforce rather than assuming uniform needed across demographic groups (Greenhaus & Powell, 2020). Researchers recognized that WLB interventions had their strongest effects for employees who possessed lower RS or who were in earlier telecommunication entry level career stages (Levett, 2019). Importantly, the lack of gender-based moderation suggested that organizations need not invest in gender specific interventions within this context. Resources were efficiently allocated toward RS building programs and GenAge appropriate interventions that demonstrated significant moderating effects in past research studies (Golden & Gajendran, 2020).

My research study findings presented in this chapter did not provide empirical evidence regarding the complex relationships among WLB, OS, RS, GenAge, and gender within a sample of African American telecommunications employees. The results demonstrate that while WLB did not function as a significant independent predictor of OS when examined alongside other variables, it operates as part of a larger system of factors that collectively influence OS outcomes. Three moderators, RS, GenAge, and gender did not emerge as significant moderators in the relationship between WLB and OS.

From a theoretical standpoint, the results encouraged future research that will support models emphasizing the conditional nature of WLB effects and highlight the importance of person-centered approaches that recognize individual differences in how

employees experience and respond to organizational resources. From a research perspective, the findings underscore the need for more nuanced investigations that move beyond simple main effects to examine the boundary conditions and contextual factors that shape workplace stress processes. Levett et al., (2019) suggested specific targets for organizational intervention, particularly regarding age-appropriate WLB initiatives and RS building programs. However, the cross-sectional nature of the data, the modest sample size, the reliance on self-report measured, and the limited generalizability beyond African American telecommunications employees in the southeastern United States constrain the conclusions that can be drawn from this study

Chapter 5 built upon these findings to provide a comprehensive discussion of the study's contributions to the literature, detailed interpretation of results within broader theoretical contexts, and specific recommendations for organizational practice. The next chapter translated the empirical findings for human resource professionals, organizational leaders, and policymakers seeking to reduce OS and enhance employee well-being in the telecommunications industry and similar high stress service sector environments. Also, chapter 5 concluded with recommendations for social change initiatives aimed at creating more equitable and supportive work environments for African American employees in the telecommunications sector and beyond, connecting the study's findings to broader conversations about workplace justice, employee well-being, and organizational responsibility in addressing the unique stressors faced by underrepresented professionals in corporate America. Through these discussions, chapter 5 provided the prescriptive and

forward-looking analysis necessary to ensure that the study's empirical contributions translate into meaningful improvements in organizational policy and practice.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

OS had emerged as a critical concern in contemporary workplaces, particularly within high demand industries such as telecommunications. The relationship between WLB and OS has been extensively documented in general populations, with research consistently demonstrating inverse relationships whereby employees who maintained better WLB experience lower levels of OS (Kalliath & Brough, 2019). However, despite these findings in broader populations, a significant gap persists in the literature regarding the specific dynamics of OS affecting African American professionals working in telecommunication call centers, a demographically underrepresented population in high demand work environments. The telecommunications industry presented unique occupational challenges characterized by high pressure customer interactions, demanding performance metrics, and often inflexible scheduling requirements.

For African American employees within this sector, these workplace stressors intersected with additional systemic and cultural factors that have remained largely unexplored in empirical research. Understanding the nuances of how WLB related to OS within this specific demographic context was essential for developing targeted interventions that could enhance employee well-being and organizational effectiveness in this demographically underrepresented sector (Hammer, 2019). While individual characteristics such as RS, GenAge, and gender have been theorized as potential moderators of the WLB and OS relationship in various populations, their specific roles within African American telecommunications workers remained empirically unexamined.

Previous research has suggested that such individual differences may moderate the WLB-OS relationship (Barrett et al., 2021), yet no studies had tested these hypotheses within this occupational and demographic context.

The purpose of this quantitative research study was to examine whether WLB predicted OS among African American telecommunications employees and whether RS, GenAge, and gender moderated this relationship. Through linear regression analysis and moderation analyses, I addressed the critical empirical gap regarding OS dynamics affecting African Americans in telecommunication call centers. The research study findings were intended to provide practical implications for organizational policy and practice, offering an empirical basis for the development of inclusive and equitable interventions tailored to this specific workforce population.

WLB did not significantly predict OS in the linear regression analysis conducted, suggesting that other individual or organizational factors may have exerted stronger influences on OS levels than WLB alone within this sample. These null findings contrasted with previous research conducted in general populations, which had established strong inverse relationships between WLB and OS. The moderation analyses further revealed that RS, GenAge, and gender did not significantly alter the WLB-OS relationship, indicated that the association was relatively consistent across these demographic subgroups in the study sample.

These results underscored the importance of considering broader organizational and systemic influences when addressing OS in African American telecommunications workers. My research findings suggested that effective interventions should adopt a

comprehensive approach, integrating organizational reforms with individual level strategies rather than focusing exclusively on WLB initiatives. The study's insights provided practical implications for organizational policy and practice, offering a potential empirical foundation for the development of inclusive, equitable, and contextually appropriate interventions designed to enhance employee well-being and organizational effectiveness in this demographically underrepresented sector of the telecommunications workforce.

Interpretation of the Findings

My study findings extended prior research on the relationship between WLB and OS, particularly within the context of African American telecommunications workers, a demographic underrepresented in the literature. Contrary to previous studies that established a strong inverse relationship between WLB and OS, I found that WLB did not significantly predict OS within the sample population. This disconfirmed the generalized applicability of earlier findings and highlighted the potential influence of context specific or culturally nuanced factors not accounted for in previous models. For example, unmeasured stressors such as racial microaggressions, systemic inequities, or culturally specific coping strategies may have buffered or obscured the direct effects of WLB on OS levels among African American professionals.

Additionally, while prior research reviewed in Chapter 2 suggested that individual differences such as RS, GenAge, and gender did moderate the WLB–OS relationship, I found no significant moderating effects for these variables. This finding disconfirmed earlier theoretical expectations and suggested that these demographic and psychological

characteristics may have exerted independent, rather than interactive, effects on OS within this sample. The absence of moderation effects also indicated that organizational and systemic factors, such as workload intensity, boundary management constraints, and perceived organizational support, have played a more critical role than previously understood (Leonard, 2019). Research study results extended the understanding of OS by demonstrating that commonly studied moderators may not function similarly across all cultural or occupational contexts.

My findings confirmed the complexity of OS experiences, as emphasized in earlier research on boundary management and job demands, but extended this understanding by demonstrating that traditional predictors of OS may have operated differently in culturally distinct occupational populations. In sum, this study could have contributed more to the discipline by emphasizing the need for culturally responsive, context specific research models. I used the JDC model to guide the examination of the relationship between WLB and OS among African American telecommunications workers.

The JDC model suggests that job demands, when combined with low control, increase the likelihood of OS (Karasek, 1996). I sought to explore whether perceived WLB would predict OS within this framework. Contrary to this theoretical expectation, WLB did not significantly predict OS, which suggested that the basic JDC model may not have fully captured the OS experiences of African American workers in telecommunication settings.

Limitations of the Study

My study lacked the traditional assumptions of the Job Demand Control model, particularly its emphasis on job demands and control as primary stress determinants. In this context, unmeasured variables such as racial microaggressions, systemic discrimination, or organizational culture may have exerted a stronger influence than the model anticipated (Ricciardelli & Carleton, 2021). This implied that while the JDC model offered a valuable structural lens, its explanatory power may have been limited in occupationally and culturally specific contexts unless extended to include cultural and environmental factors. Thus, the study's findings reflected on the JDC model by highlighting the need for culturally adapted frameworks that account for racialized workplace experiences.

According to boundary theory, individuals managed OS by navigating the cognitive, physical, and psychological boundaries between work and personal life (Park et al., 2020). I anticipated that African American workers would use segmentation or integration strategies to protect WLB and reduce OS by incorporating this framework. While BT offered a strong conceptual basis for understanding work-life navigation reviewed in Chapter 2, the nonsignificant predictive effect of WLB on OS suggested that boundary management alone may not have been sufficient in high-demand, low-autonomy environments such as telecommunication call centers.

The boundary setting behaviors, like other research, have been constrained by organizational or structural realities such as rigid schedules, surveillance systems, or productivity quotas, which limited the effectiveness of individual strategies (Allen et al.,

2024). This aligned with DeAlwis and Hernwall's (2021) assertion that contextual constraints can reduce the efficacy of boundary management. Thus, while BT remained relevant, I reported about the theory by recognizing the need for organizational level support that enabled boundary setting to have a meaningful impact on employee wellbeing. I discovered that individual boundary management efforts may be insufficient without concurrent organizational reforms. For an example, my linear regression analysis revealed that WLB did not significantly predict OS as a standalone variable among the 100 telecommunication workers. This nonsignificant direct relationship illustrates how individual boundary management efforts such as personal attempts to balance work and life domains may be insufficient without concurrent organizational reforms such as job redesign and autonomy enhancement, workload distribution policies and scheduling flexibility at the organizational level.

Resilience theory conceptualized resilience as an individual's capacity to adapt positively to adversity (Barrett et al., 2021). Based on the literature reviewed in Chapter 2, I hypothesized that RS would moderate the WLB–OS relationship by buffering the negative effects of poor balance. However, RS did not significantly moderate this relationship. This outcome disconfirmed the assumed interactive function of RS in OS contexts for this African American population and called into question the universal applicability of RS as a moderator for future study to analyze further.

Instead, RS may have exerted direct effects on OS that was independent of WLB, or it have been overshadowed by organizational constraints that limited individual coping capacity within the scope of this study's data. As Van Breda (2018) noted, RS is shaped

by environmental and relational dynamics and not solely internal traits. The nonsignificant moderation effect suggested that while RT remained valuable in explaining how individuals respond to OS, it may not have consistently amplified or buffered the influence of other variables like WLB, particularly in structurally constrained settings. This finding extends RT by suggesting that RS may function as a direct protective factor rather than an interactive moderator in high demand occupational contexts.

Taken collectively, the findings extended the theoretical literature by demonstrating that traditional models such as JDC and BT must be adapted to incorporate the specific stressors and boundary constraints faced by African American workers in telecommunication roles. RS may function as a direct resource rather than a moderator, especially in environments where individual efforts to manage OS were limited by institutional factors. The study's null findings highlighted the need for multilevel frameworks that integrate organizational, cultural, and systemic variables alongside individual traits and strategies.

These interpretations remained grounded within the scope of the data and emphasized the importance of context specific theorizing in OS research. Future research should expand these frameworks to account for racialized occupational experiences, structural inequities, and cultural coping strategies, particularly for underserved populations in high-demand sectors. By disconfirming the direct predictive relationship between WLB and OS, challenging traditional theoretical assumptions, and extending understanding of how context shapes these dynamics, future research, building on my

study, could provide a significant contribution to understanding OS levels and health research among culturally diverse populations.

Several limitations were considered when interpreting my research findings. The cross-sectional design precluded causal inference, and the directionality of relationships cannot be definitively established. It was possible that individuals experiencing higher OS subsequently reported lower WLB, rather than poor WLB causing increased OS. Longitudinal research employed multiple measurement occasions would enable stronger causal inferences and examination of reciprocal relationships, as recommended by Rapisarda et al., (2023) in their longitudinal study of WLB and OS.

The sample size ($N = 100$) when I eliminated Baby Boomers, while adequate based on revised power analysis, was modest for detecting interaction effects, which typically require larger samples than main effects. The study was originally designed for a larger sample ($N = 500$), and recruitment challenges necessitated a revised power analysis with updated effect size assumptions ($f^2 = 0.15$ rather than 0.05). While the achieved sample size met the revised minimum requirement and both models did not achieve statistical significance, larger samples in future research would provide greater confidence in the stability of interaction effects and enable detection of smaller but potentially meaningful effects that may exist but were not detectable in this study.

I relied exclusively on self-report measured, which were subject to common method bias, social desirability effects, and subjective interpretation (Stone et al., 2023). As Okpara et al. (2022) noted in their methodological survey that self-report limitations affect data quality. Future research should incorporate objective indicators of OS (such as

physiological measures or absenteeism data) and WLB (such as actual work hours tracked through organizational records or time-use diaries) to complement self-report measured and provided convergent validity.

The sample consisted exclusively of African American telecommunications employees in the southeastern United States which limited generalizability to other racial/ethnic groups, industries, and geographic regions. While this focused sampling strategy was intentional and addressed an understudied population, replication with more diverse samples is needed to assess the broader applicability of the findings. As LaFave et al. (2022) documented in their systematic review of racism and older Black Americans' health, work experiences and stressors may vary significantly by cultural background and require population-specific investigation.

The Baby Boomers were eliminated due to small sample size ($n = 3$) may have obscured unique patterns within the oldest age group. Future research with adequate representation of all generational cohorts could provide more nuanced understanding of age-related differences across the full career lifespan (Fisher, 2023). Additionally, as Nimrod (2022) noted in research on technostress among older adults, specific technological and generational factors may have influenced workplace experiences in ways that warrant more detailed examination. The oldest workers faced distinct challenges related to technological change in the telecommunications industry that were not fully captured in this analysis (Nimrod, 2022).

Recommendations

Based on the strengths and limitations identified in the current study, as well as gaps noted in the literature reviewed in Chapter 2, several recommendations were proposed to guide future research. These recommendations remained grounded within the boundaries of what this study revealed and did not exceed the scope of the data or findings. First, my recommendation is to investigate organizational level moderators. The current study found that individual level factors such as RS, GenAge, and gender did not significantly moderate the relationship between WLB and OS.

This finding, combined with the limitation that the study did not measure organizational variables, suggested the need to explore organizational level factors as potential moderators. Variables such as supervisor support, job autonomy, workload policies, organizational justice, and workplace climate may have offered better explanations for variations in OS, as indicated in Chapter 2 literature on organizational determinants of stress. These contextual factors aligned with the Job Demand-Control model's emphasis on job structure and control (Karasek, 1996) and could provide insight into why WLB did not predict OS in this sample.

Second, my recommendation is to employ mixed methods approaches. While this study employed a quantitative design that provided important insights into the relationships among variables, a limitation was the reliance on self-reported survey data, which may not have fully captured the nuanced experiences of African American telecommunications workers. As noted in the limitations section, participants may have withheld responses due to concerns about confidentiality or professional repercussions.

Future research could benefit from mixed methods designs that include qualitative interviews or focus groups to provide richer, contextualized insights into how African American telecommunication workers interpret WLB, experience OS, and apply RS strategies. Qualitative data could uncover culturally specific stressors or coping mechanisms not captured in standardized measures, addressing a gap identified in Chapter 2 regarding the need for culturally responsive methodologies.

Third, my recommendation is to examine culturally relevant constructs. The literature reviewed in Chapter 2 emphasized the importance of culturally responsive frameworks that account for racialized workplace experiences. A limitation of the current study was that it did not measure race related stressors such as microaggressions, stereotype threat, or systemic inequities, which may have influenced the WLB–OS relationship. Future research should investigate how these culturally relevant constructs interact with WLB and OS among African American professionals. Incorporating measures of racial identity, cultural values, perceived discrimination, and community support could extend current models to better reflect the lived experiences of African American employees and address gaps in the literature regarding culturally specific stress determinants.

Fourth, my recommendation is to broaden industry and geographic representation. This study was limited to African American workers in telecommunications call centers, which restricted the generalizability of findings to other contexts. As noted in the limitations section, findings may not translate to other regions, industries, or organizational cultures. To address this limitation and a gap identified in Chapter 2,

future research should assess whether similar patterns exist among African American employees in other high demand service sectors such as healthcare, education, or retail, or in different geographic regions. Such studies would help determine whether organizational culture, regional labor conditions, or industry-specific demands affect WLB and OS dynamics, thereby enhancing the external validity and applicability of findings beyond the telecommunications sector.

Fifth, my recommendation is to refine and validate measurement instruments. A limitation noted in this study was potential threats to construct validity, as the measures of WLB and OS may not have fully captured culturally nuanced or context specific stressors experienced by African American telecommunication workers. Chapter 2 literature highlighted the need for culturally adapted instruments that are sensitive to the experiences of diverse populations. Future studies should incorporate more nuanced or culturally adapted instruments to measure WLB and OS, and these instruments should be validated specifically for African American populations to ensure sensitivity to the sociocultural and occupational factors affecting this demographic. Instrument refinement could improve measurement precision and reduce threats to validity identified in the current study.

These recommendations were grounded in the current study's strengths, including its focus on an underrepresented population and use of established theoretical models, JDC, BT and RT, as well as its limitations, such as narrow demographic scope, reliance on self-report data, cross-sectional design, and potential measurement constraints. Each recommendation addressed specific gaps identified in the Chapter 2 literature review,

including the need for culturally responsive frameworks, organizational level analyses, mixed methods approach, and longitudinal designs. Future research that builds on these findings can offer deeper, more culturally responsive insights into the complex interplay between WLB, OS, and RS among African American professionals in high-demand occupational settings.

My study focused on three potential moderators (RS, GenAge and gender). Cendales and Ortiz, (2019) mentioned in their research that other potentially relevant moderators such as supervisor support, organizational culture, job autonomy, workload intensity, schedule control, or economic strain was examined. Research by Amankwah (2023) demonstrated that individual and organizational factors can play mediational roles in the work engagement and OS relationship. Similarly, Bastian and Ajayan (2024) found that OS related to other life domains such as marital satisfaction, suggesting broader contextual factors warrant examination. Future research adopting a more comprehensive model of moderators that would have provided a fuller picture of the complex pathways through which WLB influences OS (Cendales and Ortiz, 2019).

Building on the findings and limitations of this study, several specific directions for future research emerge. First, longitudinal research designs are needed to establish temporal precedence and examine the directionality of relationships between WLB, RS and OS. Okpara et al., (2022) demonstrated the value of longitudinal approaches in this research area, and future studies could employ multiple waves of data collection to assess how changes in WLB over time related to changes in OS, and vice versa. Replication studies with larger samples and more diverse populations are needed to assess the

generalizability of these findings. Comparative research examining whether the patterns observed in my study hold across different racial/ethnic groups, industries, occupational levels, and geographic regions would significantly advance understanding of WLB and OS relationships.

Implications

My study has the potential to contribute to positive social change at multiple levels, including individual, family, organizational, and societal contexts. By revealing that RS and GenAge served as non-significant moderators in the relationship between WLB and OS among telecommunications workers, this research needs further study that will include conventional assumptions about workplace stress management and offers new pathways for intervention and support. The counterintuitive finding that WLB did not directly predict OS suggests that organizations and policymakers must reconsider simplistic approaches to employee wellbeing and instead adopt more nuanced, individualized strategies that account for psychological resources and demographic characteristics.

At the individual level, the identification of RS as a non-significant moderator provided telecommunications workers with actionable insights into personal stress management strategies. Understanding that psychological RS plays a critical role in buffering OS empowers individual employees to seek RS building interventions, such as cognitive-behavioral training, mindfulness practices, and stress inoculation techniques (Levett et al., 2019). Workers can take proactive steps to develop coping mechanisms that enhance their capacity to manage workplace demands effectively, regardless of their

WLB configuration. Furthermore, the finding regarding GenAge differences suggested that workers across different life stages may benefit from age-appropriate stress management resources that align with their developmental needs and life circumstances (Kinger & Kumar, 2023). Individual employees who understand these dynamics can advocate for personalized support systems that match their unique RS profiles and generational characteristics, ultimately leading to improved psychological wellbeing and reduced OS.

At the organizational level, the findings offer telecommunications companies evidence-based guidance for developing more effective employee wellbeing programs. Rather than implementing generic WLB initiatives that assume all employees will benefit equally, organizations can design differentiated interventions that target RS development and account for generational differences (Levett et al., 2019). Human resources departments can introduce RS training programs, employee assistance programs focused on psychological capacity building, and mentoring initiatives that help employees develop adaptive coping strategies (Park et al., 2021). Organizations may also benefit from conducting RS assessments during hiring and onboarding processes, allowing them to identify employees who may require additional support and resources (Smith et al., 2008).

Telecommunications companies should move beyond superficial flexibility policies and instead invest in comprehensive psychological support systems that enhance employee resilience (Good et al., 2025). Furthermore, recognizing generational age as a moderating factor enables organizations to create targeted programs for different age

cohorts, such as early career stress management workshops for younger employees or transition planning support for older workers (Kinger & Kumar, 2023). These organizational changes have the potential to reduce employee turnover, decrease absenteeism related to stress-induced illness, improve job satisfaction, and ultimately enhance organizational productivity and performance in the competitive telecommunications industry (Leslie et al., 2021).

At the societal and policy level, this research contributes to broader conversations about workplace regulation, occupational health standards, and public health initiatives. The findings challenge policymakers to reconsider legislation and regulations that focus exclusively on work hour limitations or mandatory WLB balance programs as the primary mechanisms for reducing OS. Instead, public policy may be more effective when it incentivizes employer investment in psychological RS programs and mental health resources for workers across industries (Barrett et al., 2021).

Healthcare systems may also benefit from these findings by developing preventive care models that screen occupational stress risk factors and provide early intervention for workers with low RS profiles (Klein et al., 2020). At the broadest level, this research contributes to a societal shift away from simplistic WLB narratives toward more sophisticated understandings of occupational wellbeing that account for individual differences, psychological resources, and developmental factors. For example, the findings of my study bring an opportunity to do further study that challenges the prevailing assumption that WLB directly reduces OS, as the non-significant direct relationship coupled with significant moderation effects demonstrated that the WLB-OS

relationship operated conditionally rather than uniformly across workers. Such a paradigm shift has the potential to improve population health outcomes, reduce healthcare costs associated with stress related illnesses, and create more sustainable and humane working conditions across diverse occupational sectors (Grdinovac & Yancey, 2012).

In summary, the implications of this research for positive social change extend across multiple ecological levels, from individual workers and their families to organizational practices and societal policies. By demonstrating that RS and GenAge as a non-significant moderate variable in the relationship between WLB and OS, this study provides stakeholders at all levels with evidence to inform more effective, nuanced, and personalized approaches to OS prevention and intervention. The potential for positive social change lies not only in the specific findings but also in the broader shift toward recognizing the complexity of workplace wellbeing and the importance of addressing psychological resources alongside environmental factors (Jabutay et al., 2024).

For example, my study revealed that favorable environmental conditions such as WLB opportunities did not automatically translate into reduced OS, as evidenced by the non-significant direct effect. However, these findings indicated that environmental interventions and psychological resource development operated interdependently rather than as separate pathways to occupational wellbeing. Organizations implementing WLB initiatives without simultaneously cultivating employee RS may produce inconsistent outcomes because workers lacking adequate psychological resources cannot fully benefit from environmental supports (Kossek et al., 2023).

Comprehensive approaches to OS reduction must therefore address both external work conditions and the internal capacities that enable workers to engage effectively with those conditions (Cooke & Hastings, 2023). My study tested the relationships among WLB, OS, RS, GenAge, and gender, contributing new empirical evidence to the current body of knowledge on the workforce well-being. As organizations, policymakers, and communities integrate these insights into practice, telecommunication workers and employees in similarly demanding industries may experience improved mental health, enhanced job satisfaction, and more resilient and thriving work experiences (Klein et al., 2020).

Conclusion

This study examined the relationship between work-life balance and occupational stress among African American telecommunication workers, while exploring whether resilience, generational age, and gender moderated that relationship. Contrary to expectations derived from prior research conducted with more homogeneous samples, the findings revealed that WLB did not significantly predict OS in this population, and none of the hypothesized moderators, RS, GenAge, or gender significantly altered this relationship. These null findings challenged traditional assumptions about the universality of WLB–OS dynamics and underscored the critical importance of cultural and occupational context in understanding workplace stress.

Guided by the Job Demand-Control model, Boundary Theory, and Resilience Theory, the study provided important insights into how these theoretical frameworks may operate differently within culturally distinct occupational contexts. The findings

suggested that traditional models emphasizing individual-level factors such as WLB and personal RS may not fully capture the stress experiences of African American workers in high-demand, low-autonomy environments such as telecommunication call centers. My study did not test organizational or culturally specific factors; however, future research that continues and expands upon this work may incorporate unmeasured organizational justice, and systemic constraints alongside culturally specific stressors such as racial microaggressions and systemic inequities. These factors may play more influential roles in shaping OS than individual boundary management or RS strategies alone.

The primary contribution of this study was its demonstration that occupational stress among African American telecommunication workers cannot be adequately addressed through individual level interventions focused solely on improving work-life balance or building personal resilience. While these factors remained important for employee well-being, the absence of significant predictive and moderating relationships indicated that organizational and systemic factors exerted greater influence on stress outcomes in this population. This finding had profound implications: effective stress reduction interventions for African American workers in high demand service sectors must move beyond individual coping strategies and address the organizational dimensions of the work environment.

Organizations could not simply encourage employees to achieve better WLB or develop greater RS and expect meaningful reductions in OS. By recognizing that African American telecommunication workers experienced OS in ways directly shaped by organizational constraints and racialized workplace experiences rather than solely by

their ability to balance work demands. This study contributes to an understanding of how workplace stress is experienced and addressed among African American employee populations.

This research incorporated vital insight to both theory and practice by reporting on the assumption that findings from predominantly White or demographically homogeneous samples could be generalized to African American workers in specialized occupational contexts. The study demonstrated that culturally responsive, context-specific research models were essential for understanding the complex dynamics of occupational health among underrepresented populations. For practitioners, this study support that human resource professionals and organizational leaders should prioritize systemic reforms such as increasing job autonomy, reducing surveillance and rigid productivity quotas, promoting organizational justice, and implementing anti-discrimination training over individual-level wellness programs when seeking to reduce OS (Levett et al., 2019).

For researchers, the study highlighted the necessity of integrating organizational, cultural, and systemic variables into theoretical models originally developed without attention to racial or occupational diversity. Future research should employ mixed methods approaches to capture the nuanced, lived experiences of African American workers; incorporate measures of racialized stressors and cultural coping strategies; examine organizational level moderators; and conduct longitudinal studies to understand how RS and OS dynamics evolved over time within structurally constrained work environments. By expanding theoretical frameworks to account for the intersection of

race, organizational context, and occupational demands, researchers could develop more accurate and actionable models of workplace stress.

Ultimately, this study's most important message is clear: improving WLB and OS, among African American workers in high demand sectors requires moving beyond the assumption that individual employees can or should adapt to structurally inequitable work environments. Organizations bear the responsibility to create healthier, more equitable workplaces through systemic change (Grdinovac & Yancey, 2012). By recognizing and addressing the organizational and cultural dimensions that shape OS, employers can foster work environments where African American employees are not only able to survive but to thrive. This study provided a look into a foundation for meaningful change in how workplace stress is understood and addressed, offering both a challenge to existing paradigms and a roadmap for creating more just, sustainable, and health-promoting workplaces for diverse employee populations.

The significance of wellness initiatives and WLB programs cannot be overstated in contemporary organizational contexts, particularly for underrepresented populations facing unique workplace stressors (Levett et al., 2019). While this research studied and found that WLB did not significantly predict OS among African American telecommunications workers, this finding should not diminish the recognized importance of comprehensive wellness programs in promoting employee health and organizational effectiveness. Rather, the results suggested that wellness initiatives may be fundamentally reconceptualized to address the structural and systemic factors that shape stress experiences among African American workers. Traditional wellness programs that focus

exclusively on individual behavioral change such as stress management workshops, mindfulness training, or time management seminars may prove insufficient without concurrent organizational reforms that address workload intensity, supervisor support, organizational justice, and workplace discrimination (LaFave et al., 2022). Organizations must recognize that authentic wellness requires creating work environments where employees have genuine autonomy, adequate resources, fair treatment, and freedom from discriminatory practices (Levett et al., 2019).

WLB has remained a critical construct for understanding employee well-being, even when its relationship to OS operated differently across diverse populations and occupational contexts. Research has consistently demonstrated that employees who achieve satisfactory WLB experienced lower rates of burnout, higher job satisfaction, improved physical and mental health outcomes, and greater organizational commitment (Greenhaus & Powell, 2020). However, the past study's findings illuminated an essential nuance and the protective effects of WLB may be attenuated or overshadowed when employees face structural constraints, high job demands with low control, and racialized workplace stressors (Sisco, 2020).

For African American telecommunications workers employed in call center environments characterized by rigid scheduling, constant monitoring, and limited autonomy, achieving meaningful WLB may prove exceptionally challenging regardless of individual effort or organizational rhetoric (Sprigg & Jackson, 2006). This suggested that organizations may need to move beyond offering superficial WLB initiatives such as employee assistance programs or wellness seminars and instead implement substantive

policy changes that genuinely enhance employee control over work conditions, reduce excessive job demands, and eliminate discriminatory practices that disproportionately burden African American workers (Lee et al., 2024). The integration of wellness and WLB initiatives with broader diversity, equity, and inclusion efforts represented a critical pathway for creating organizational cultures that support the holistic well-being of African American employees (Levett et al., 2019). Research has demonstrated that workplace diversity initiatives prove most effective when they extend beyond recruitment and representation to address systemic inequities in work conditions, advancement opportunities, and organizational climate (LaFave et al., 2022). Organizations seeking to reduce OS among African American workers must consider adopting intersectional approaches that recognize how race, organizational context, and job characteristics interact to shape stress experiences (Bland et al., 2025) .

Looking forward, the findings of this study underscored the imperative for organizations to recognize that employee wellness represents not merely a benefit to be offered but a fundamental organizational responsibility that requires sustained commitment to systemic transformation. The traditional paradigm that positions wellness as an individual responsibility requiring employees to develop greater RS, improve time management skills, or achieve better WLB through personal effort must give way to a new understanding that acknowledges organizational accountability for creating healthy work environments (Jabutay et al., 2024). For African American telecommunications workers and other employees in high-demand, low-autonomy occupations, genuine wellness may require organizational structures that provide meaningful job control,

equitable workload distribution, supportive supervision, opportunities for advancement, and freedom from discrimination and microaggressions (Ibukun & Pérotin, 2023).

Organizations that embrace this understanding can commit to comprehensive structural reforms. Reforms not only reduced OS and improved employee well-being but will also enhance organizational effectiveness through increased employee engagement, reduced turnover, improved service quality, and strengthened reputation as employers of choice for diverse talent (Klein et al., 2020). The path forward required moving beyond rhetoric about valuing employee wellness to implementing substantive organizational changes that demonstrate authentic commitment to creating equitable, sustainable, and health-promoting workplaces where all employees regardless of race, background, or occupational level has genuinely thrived (Levett et al., 2019).

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Appendix A: Work-Life Balance Scale

SD- Strongly Disagree (1) =====> SA-Strongly Agree (5)						
S.N	Statements	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1	My personal life suffers because of work					
2	My job makes personal life difficult					
3	I neglect personal needs because of work					
4	I put personal life on hold for work					
5	I miss personal activities because of work					
6	I struggle to juggle work and non-work					
7	I am unhappy with the amount of time for non-work activities					
8	My personal life drains me of energy for work					
9	I am too tired to be effective at work					

Appendix B: Permission to Use Work-Life Balance Scale

From: Paula Brough <>

Sent: Monday, January 20, 2025, 7:44 PM

To: Robert Charity <>

Subject: Re: Permission request for Work-Life Balance Scale

Dear Robert

Thanks for your interest. This measure is freely available for research purposes.

Best wishes with your research.

Brough, P., Timms, C., O'Driscoll, M., Kalliath, T., Siu, O.L, Sit, C., & Lo, D. (2014).

Work-life balance: A longitudinal evaluation of a new measure across Australia and New Zealand workers. *International Journal of Human Resource Management*, 25(19), 2724–2744. doi:10.1080/09585192.2014.899262

Regards,

Paula

Professor Paula Brough

Director, Centre for Work, Organisation & Wellbeing (WOW)

Griffith University | Nathan campus |

Appendix C: Perceived Occupational Stress (POS) Scale

"Please read carefully the following statements about how you may have felt about your work over the past 6 months, and indicate how much you agree with them using the scale below, where '1' means strongly disagree and '5' means strongly agree"

1. My work is stressful.
2. Thinking about my work makes me agitated.
3. At work, I feel under pressure.
4. My work has negative effects on my health.
5. My work makes me upset because of something that happened unexpectedly.
6. I feel unable to control the important things in my life due to work.
7. At work, I often feel nervous and stressed.
8. I feel do not feel confident concerning my ability to handle personal problems.
9. Sometimes, I feel that things are not going my way at work.
10. Sometimes, I cannot cope with all the things that I must do at work.
11. At work, I cannot control irritations in my life.

Scoring

Each participant has to self-report along a 5-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree, and answers are averaged across the four items to compute the POS score.

Appendix D: Permission Letter to Use Perceived Occupational Stress Scale

From: MARCATTO FRANCESCO <✉>

Sent: Tuesday, January 21, 2025, 4:30 AM

To: Robert Charity <>

Subject: R: Permission to use Perceived Occupational Stress Scale

Dear Robert,

Of course, you have my permission to use the POS scale. Please find attached a short document with the instructions for administering and scoring the scale.

Best regards,

Francesco Marcatto

Francesco Marcatto, PhD

Department of Life Sciences

University of Trieste

Appendix E: Brief Resilience (BRS) Scale

Brief Resilience Scale (BRS)						
Please respond to each item by marking <u>one box per row</u>		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
BRS 1	I tend to bounce back quickly after hard times	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
BRS 2	I have a hard time making it through stressful events.	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

Appendix F: Permission to Use the Brief Resilience Scale

The Brief Resilience Scale is in the public domain and can be used for research and education as long as it is properly cited.

Appendix G: SurveyMonkey 25 Survey Questions

* 1. What is your age? (Required.)

*2. What is your gender? [Male/Female/Other/Prefer not to say] (Required.)

*3. How many years have you been working in telecommunications? (Required.)

*4. My work is stressful. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*5. Thinking about my work makes me agitated. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*6. At work, I feel under pressure. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*7. My work has negative effects on my health. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*8. My work makes me upset because of something that happened unexpectedly.

(Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*9. I feel unable to control the important things in my life due to work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*10. At work, I often feel nervous and stressed. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*11. I feel do not feel confident concerning my ability to handle personal problems.

(Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*12. Sometimes, I feel that things are not going my way at work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*13. Sometimes, I cannot cope with all the things that I must do at work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*14. At work, I cannot control irritations in my life. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*15. I tend to bounce back quickly after hard times (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*16. I have a hard time making it through stressful events (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*17. My personal life suffers because of work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*18. My job makes personal life difficult. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*19. I neglect personal needs because of work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*20. I put my life on hold for work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*21. I miss personal activities because of work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*22. I struggle to juggle work and non-work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*23. I am unhappy with the amount of time for non-work activities. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*24. My personal life drains me of energy for work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

*25. I am too tired to be effective at work. (Required.)

1 – Strongly Disagree

2 - Disagree

3 - Neither Disagree nor Agree

4 - Agree

5 – Strongly Agree

Done