



The Impact of Work Life Conflict on Job Satisfactions of Employees in Pakistan

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Abstract

The study was aimed to explore the relationship between work life conflict and job satisfaction in Pakistan. We found that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively related with stress in our research. However, the correlation of workload is positive and insignificant which shows that workload does not effect the job satisfaction of the employees in Pakistan. Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees. The policy alternative should be that a supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work life balance and its adverse affect on job satisfaction.

Keywords: Work life conflict, Job satisfaction, Stress, Work load, Job ambiguity

1. Background of the study

The fast pace economical development in 20th century, across the globe has created new endeavors for the business organizations. Globalization has changed the world into a global village. This change has pushed the organizations for striving hard to gain and sustain their competitive advantage, by reducing cost, increasing profits and enhancing the operations. The changing world scenario also evoked the changes in the organizational culture.

Organizational changes due to downsizing, mergers/ acquisitions and radical changes in technology have changed the work setups. The employees in present are more involved in their jobs than in the last decade. The long working hours, work pressure, high demanding jobs, use of sophisticated technology made it difficult for employees to keep a balance between their job and work commitments. This situation gave rise to the greatest challenge of human resource management issue i.e. Work Life Conflict (WLC).

A person plays different role in the span of life, which include roles from work (worker, employer) and non-work (father, spouse, friend, sibling, etc). Work Life Conflict (WLC) exists when time and energy demands to satisfy one role make it difficult to participate in other (Duxbury et al., 2001). Work life conflict also defined "as push and pull between family and work responsibilities, Nancy (2003).

The term Work Life Conflict (WLC) used contradictory with Work Life Balance (WLB). Work life balance (WLB) is defined as a state of equilibrium in which the demands of both a person's job and personal life are equal. (Lockwood 2003). However, when the demand of job or personal life increases it creates an unbalance situation and resulted in work life conflict. Creating a balance with job responsibilities and family responsibilities is a dilemma for the employees and almost impossible due to turbulent work environment, and fast moving economical development across the globe which resulted in demanding jobs and long working hours .

The history of work life conflict is very old. During barter system, the concept of work was not so clear. In this era work was not considered as employment rather it's just a source of survival. The work life conflict was not a social issue, as the conflict between the work and family was very small.

The industrial revolution of 18th century had changed the work settings as well as social setup. Dramatic changes were seen during this period, industries were setup and the functional design of factories led to division between employees

and the employer. Organizations were structured and employee loyalty based on the efforts to make the organization profitable. The period of industrialization served as a fore runner to the work/family conflict that intensified in the subsequent year. The relationships, struggles, and conflicts between workers and employers and between families and the workplace grew in this era (Googins B. K., 1991). The demanding jobs after industrialization resulted into two aspects of work life conflict role overload and role interference. Role overload is the phase when an employee is much involved in one role and unable to sustain balance with other. Role overload is also defined as having too much to do in too little time (Duxbury Linda, Higgins Chris, 2001). The time to perform one task (related job or family) does not left sufficient time to cop up with other task related to family or work

When work takes priority over family it is Work to Family Interference (WIF). This type of conflict is mostly seen in male employees as they are more committed toward their work responsibilities in relation to the family responsibilities. However, women are not fully exempted with this type of conflict.

Organizational changes such as downsizing, restructuring and amalgamate increase workloads and work stress and decrease job security which resulted in WIF conflict. Increasing rate of inflation and perceived higher living standards pushed more women in the labor force. The families now need two incomes to maintain the same standard of living (Bar, 1993). Women are also allowed to enter in the work force because of change in the role of women in the society. In the past the women was considered as responsible for household responsibilities. They had limited access to market, education and health care as well. The changing social and cultural setups in late 80s, created a new endeavors for women. The buzzing of "Equal Employment Opportunities" in early 80s has become a connotation of every organization now.

The entrance of women into the work force is greater in numbers than any other time in history (Alvi,1994) the dual earners families have good pay back cheques and other incentives but at the cost of their family life. The biggest problem these couples encounter is child care. In a growing number of dual-income families, employees of both sexes are now juggling with care giving and household responsibilities that were once managed by a stay-at-home spouse (Higgins, Duxbury 2001).

When family responsibilities become a hindrance to perform the work effectively it becomes Family to Work Interference (FIW). Many factors contribute to intensify family to work interference which mainly includes family responsibilities such as child and elderly care. The conflict between work and family is now become a crisis for the organizations. With the increase in dual family parents, more job demand and long working hours made it almost impossible to create a balance between work and family.

Work life balance was considered as the main issue for female employees in the past. Factors such as parenting and caring are not expected to impact on men's work and therefore they do not have any work-life conflict (Hearn, 1999). Empirical studies over a decade suggested that there is significance difference in the number of predictors for WFC for male and female employees.

Male employees are also facing the dilemma of how to balance between work and family life. Recent research found that there is no statistically significant difference in priorities between men and women (HR magazine, October 2005). Women experienced more family to work inference, because they are responsible for family activities and spend more time in family than men (Scott, 2001). Men experience more WFC than women, because men tend to spend more time in work activities than women (Jacobs and Gerson, 2000); Direction of WLC (work to family interference or family to work interference) is predicted by different variables (Fu and Shaffer, 2001).

Pakistan is one of the fast growing economies in the world. Economical and social changes in the last three decades has changed the family and work settings. The increasing rate of inflation changed the working setups in the country. The monthly expenditures are also escalating because of higher rate of inflation. This resulted in the emergence of dual family earners. The monthly expenditure in the year 1996 was Rs 6757 in the urban areas of Pakistan which increase to Rs 8997 in the year 2002, Rs 9121 in 2004-05 and escalated to Rs 10583 in 2005-06 (Note 1). To maintain the standard of living now both husband and wives has to work and the concept of single earner family is diminishing (Sauvé 2002).

Now we have more women in the work force, a comparison of male and female participation rates reveals that the labor force participation rates for females (age 25-34) have been increasing in the last fifteen years, the tremendous increased has been seen in the figures which were 11V5 percent in 1992-93 escalated to 21.62 in 2005-06. Multiple factors like increased awareness, better educational opportunities, equal employment opportunities, changing social attitudes, are responsible for increase in female participation rate. However, it remains less than the male activity rate, which means that their participation in economic activities is low. On the other hand, male participation rate has seldom wavered and has generally remained steady since the early 90's (Note 2). However, it is seen that the male participation rate at the same age group shows a slight lower graph in the last one and a half decade the rate of male participation dropped from 97.05 in 1992-93 to 97.03 in 2005-06 (Note 3).

As the more dual earner couples are seen the problem of child care and elderly care creates an imbalance between work and family and the problem of family to work interference sprouted. "The majority of women are no longer at home on a full-time basis. As a consequence, responsibilities for food preparation, home chores, childcare and eldercare must be shared differently" Sauvé (2002).

The fast pace economical development in the country has demanded more efforts from its employees. Now organizations in Pakistan are paying off good salary packages, compensation and benefits but the nature of the work is more demanding. The work related stress, work pressure, long working hours leads to job satisfaction which is one of the main factor of work to family interference.

As the wave of globalization captured the Pakistanis markets the job became more demanding and the working hours also increases, the statistics shows that 20.4% of employees work more than 56 hours in a week in the year 1971-1972 which was increased to 30.8% in the year 2004(Note 4). This increase in working hours resulted in the problems in coping up with family responsibilities among male and female employees, which resulted into work to family interferences an aspect of work life conflict.

This study will identify the factors related to the work life conflict in male and female employees

1.1 Objective of the Study

The objective of this research is to contribute towards a contemporary issue of human resource management that is work life conflict in Pakistan. The research will analyze the factors related to work life conflict and its impact on job satisfaction of employees at three management level of the organization i.e. (top, middle and lower level management)

1.2 Research Questions

On the basis of pervious researches the following research questions are formulated to test in the Pakistani business environment

1. What is the relationship between job satisfaction and work to family interference?
2. What is the relationship between job satisfaction and family to work interference?
3. Does any relationship exist between workload and job satisfaction?
4. What is the relationship between stress and job satisfaction?
5. What is the relationship between job autonomy and job satisfaction?

The paper is organized as follows; Section two reviews the literature for relevant theoretical and empirical work on work life conflict and its impact on male and female employees. Section three presents the methodology and framework of the study which also describes the sample and variables used in the analysis. Section four presents the data analysis and discussion of statistical results. Section five focuses on conclusion and recommendations.

2. Theoretical Framework & Methodology

2.1 Theoretical Frame Work

The relationship between dependent variable (job satisfaction) and independent variables (work to family interference, family to work interference, stress, workload and job autonomy) is illustrated in the schematic diagram as follows:

Insert Figure 1

2.1.1 Variables

The objective of the research is to study the work life conflict and its impact on job satisfactions in Pakistan. The choice of variables is influenced by the previous research and analysis done on work life conflict and job satisfaction. All variables stated below have been used to test the hypotheses of this study. They include the dependent variable and the independent variables.

Independent Variable

The independent variable is one, which affects the dependent variable in a positive or negative way. The independent variables of the study are work life conflict (family to work interference, work to family interference), stress (family related stress, work related stress), workload (working hour, job type) and job autonomy.

Work life conflict is the main independent variable, defined as push and pull between work and family. The work life conflict is measured by, its two aspects family to work interference and work to family interference. Long working hours, job related stress and work overload are the main reasons associated with work to family interference whereas, child care, elderly care or single parenthood are the factors which caused family to work interference.

Workload in the study will be measured by working hours and type of the job. Working hours are defined as number of hours per week an employee work. The normal working hours in most of the countries around the world is 35-37.5 hour

work per week (Note 5). However, most of the western countries are now practicing flexible working hours. It is a variable work schedule in which employees can choose when they work, subject to achieving total daily, weekly or monthly hours. (Note 6) Type of job is the second variable to measure workload. In our study, we consider the managerial position to cater this variable. The managers at different level of the organization have different job requirements so the work load may differ as the different management level of the organization. The lower level managers are much involved in technical work as compare to middle and top management. Middle and top management are much involved in policymaking and conceptual work. The intensity of work may differ at different management level.

Stress, is defined as “a physical, chemical, or emotional factor that causes bodily or mental tension and may be a factor in disease causation.” One type of stress is job stress. With job stress, the stressors involved are work-related (Note 7). The main causes of stress are long working hours, heavy job responsibilities and conflict with the supervisor. The study in the literature revealed stress as the main factor of work life conflict and impact job satisfaction negatively. The operationalized concept used to measure stress is job responsibilities and family responsibilities. The other variable is job autonomy, which is a major predictor of job satisfaction. Job autonomy is defined as the independency employees had to take their decision regarding their job. Increase in job autonomy positively effects the job satisfaction and increases it.

2.1.2 Dependent Variable

The dependent variable is the prime interest of the researcher. The dependent variable is one, which is affected by the independent variables. The variation in the dependent variable can be explained by the variation in the independent variable. Job satisfaction is the main dependent variable. Job satisfaction can be defined as an overall feeling about one’s job or career in terms of specific facets of the job or career (Thompson, Thompson & Orr, 2003).

Job satisfaction depends on many factors like work environment, compensation packages, job autonomy and supervisor support but our goal is to study the effect of factors associated with work life conflict on job satisfaction.

2.2 Methodology

This section discusses the sample selection procedure, variables selection, the model used for the research and the statistical techniques employed to find out the relationship between work life conflict and job satisfaction.

2.2.1 Data Set

The source of data for this study is primary data acquired through questionnaire. The information was also collected through personal interviews from the employees at different management levels, however the information adopted by the interviews is just for the understanding the phenomena of WLC in Pakistan and not used for the interpretation of the results. The data for the research obtained from respondents of one public sector organization and one private sector organization.

A pilot study was conducted before floating the questionnaire to study the validity of the measures. 200 questionnaires were floated among the two organizations selected (Nadra and LMKR) 162 questionnaire were returned. The response rate was 81%. 5 questionnaires were rejected as they do not provide the sufficient information to conduct the analysis. Sample size of 157 managers is used for the final analysis.

2.3 Hypotheses

This section is going to discuss the hypotheses of the research. The research intends to test whether the relationship that has been theorized does really exist or not. Since the objective of the study is to examine the impact of work life conflict on job satisfaction, different statistical tools and techniques will be used to test the following hypothesis:

2.3.1 Hypothesis 1

Job satisfaction is found to be negatively correlated with work to family interference. Burke (2000) found that the employees are more satisfied and committed to their job if organizations are supportive of work life balance. It is also found from the previous research that that organizational values supporting work-life balance have important work and personal consequences for men. Such organizational values were present, managerial and professional men reported greater job satisfaction and family satisfaction, generally higher life satisfaction and more positive emotional and physical wellbeing (Burke 2000; Jayaweera, 2005;). Jobs related responsibilities became a hindrance in performing household responsibilities; this tussle resulted in the job dissatisfaction (Oswald, 2002). Satisfaction with the HR practices, such as family friendly policies reduced the interference of work in the family and thus increases job satisfaction (Kinnie, Hutchinson, Purcell, Rayton , 2005).

Previous researches examined a negative relationship between job satisfaction and work to family interference this interference is a result of long working hours and more demanding job (Jayaweera, 2005; Janasz and Behson 2007; Ezra

and Deckman 1991; Cabrita and Heloísa; 2006). To study the relationship of work to family interference in Pakistani work settings hypothesis 1 is proposed as follows,

H1: There is negative relationship between job satisfaction and work to family interference.

2.3.2 Hypothesis 2

An employee faces different family problems along with their job responsibilities. The child care or elderly care responsibilities some time interfere in the job and create a situation of family to work interference. Work life balance is a major component of employee's job satisfaction (Ezra and Deckman, 1991). Long working hours and priority of work role expectation over family role increase the employee's family to work interference (Beauregard; 2006). The use of family friendly policies such as flexible time and onsite childcare appears to help employees particularly working mothers, who have dual demand of better work and family life (Ezra and Deckman ,1991).

Employees having multiples roles of childcare and job responsibilities, reduces job satisfaction and increases the family to work interference (Evandrou and Glaser; 2004). It is also found that work domain variables such as long working hours, supervisor support, organizational policies had a significant effect on family to work interference (Beauregard ;2006).

To study the relationship between job satisfaction and family to work interference hypothesis 2 is proposed

H2: There is negative relationship between job satisfaction and family to work interference.

2.3.3 Hypothesis 3

Increase in working hours increases the workload, which negatively affects the job satisfaction of the employees. Duxbury, Higgins, (2001) revealed in their research that increases in work overload leads to work to family interference, which leads to less organizational commitment and decreases job satisfaction. Burchell (1999), Cabrita and Perista (2006), Fu and Shaffer, (2001) found a direct relationship between numbers of hours spent in work activities and work life conflict.

As we stated in the hypothesis 1 and 2, that the two aspects of work life conflict family to work interference and work to family interference are negatively correlated with job satisfaction. As the workload is a main predictor of work life conflict the researcher assumed that a negative correlation does exist between workload and job satisfaction. To study the proposed relationship following hypothesis 3 is established.

H3: There is a negative relationship between workload and job satisfaction.

2.3.4 Hypothesis 4

Increase in stress decreases the job satisfaction of the employees in Pakistan. Previous studies have established a negative correlation between job satisfaction and stress (Duxbury Higgins, 2001, 2004; Yousef 2002). Role ambiguity, role conflict and work life conflict are found to be the most important factors associated with stress (Yousef; 2002). Employees who have a higher level of job stress negatively influences job satisfaction. Therefore, following hypothesis is proposed for this study.

H4: There is a negative relationship between stress and job satisfaction.

2.3.5 Hypothesis 5

Fewer studies exists that examine the relationship between job satisfaction and job autonomy, Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees (Cabrita and Perista2006). Job autonomy is found to be a strong predictor of job satisfaction, jobs with high demands and high control, experience less job satisfaction (Gronlund;2007). Hypothesis 5 is proposed to study the relationship.

H5: There is a positive relationship between job autonomy and job satisfaction.

2.4 Model

This study used cross sectional data. The intended impact on job satisfaction by work life conflict is considered using the following model:

$JS = f(WIF, FIW, stress, workload, job\ autonomy)$

$JS = \alpha + \beta_1 WIF + \beta_2 FIW + \beta_3 stress + \beta_4 workload + \beta_5 job\ autonomy + e$

Where

JS = job satisfaction

WIF= work to family interference

FIW= family to work interference

e = model error term

Job satisfaction is the factor can be determined by studying the effects of independent variables (work life conflict, stress, workload, job autonomy). Work life conflict will be measured by its two aspects family to work interference and work to family interference. Workload will be measured by job type and number of hours working and stress is measured by family related stress and work related stress.

All data collected from the respondents was entered into the statistical software program SPSS-12 to perform all procedure of data analysis. The descriptive analysis was conducted to provide an idea on how the respondents have answered the questionnaire.

Pearson coefficient was used to measure the degree of association between different variables under consideration. Correlation coefficient provides a measure to establish the strength. This study would like to establish a linear relationship between job satisfaction and factors associated with work life conflict. Regression analysis was used to estimate the casual relationship between the job satisfaction and work life conflict.

3. Data Analysis and Discussion

In order to meet the purpose of the study, this section has five parts for analyzing the data collected for the study. The five parts are: (a) data sample information, (b) descriptive analysis, (c) correlation analysis, (d) regression analysis and (e) hypothesis testing.

3.1 Data Sample Information

The sample data comprised of 157 respondents belong to one private and one public service sector organization in Pakistan. 80 respondents are from LMKR and 77 belong to NADRA. The level of management of the respondents in the chosen data set is represented in table I below.

Insert Table 1

The total sample size of 157 respondents comprises of 36 top managers, 87 middle managers and 34 lower managers.

3.2 Descriptive Analysis

Table II represents the calculated means and standard deviations for the dependent variable (job satisfaction) and independent variables (work to family interference, family to work interference, work load, job autonomy and stress).

The mean of work to family interference is 3.02 in LMKR whereas Nadra has a mean of 2.4, which shows that employees at LMKR encounter more with work to family interference than employee at NADRA. On the other hand the means of family to work interference shows that employees at NADRA (3.3) come across with the problem of family to work interference as compare to employees at LMKR where mean of family to work interference is 2.2. The level of stress and work load is almost same at both the organizations as the means of stress and work load are 2.54 and 2.28, 2.78 and 2.73 respectively for LMKR and Nadra.

Insert Table 2

The employees of both the organization are found to be some how satisfied with their job as the mean of job satisfaction is 3.63 for LMKR and 3.79 for Nadra. The job autonomy is also almost at the same level with the means 2.04 and 2.06 for both LMKR and NADRA respectively. However, both the organizations shows high standard deviations for the variables under study which shows the variation in the data received. The main reason of higher standard deviation for the studied variables is that the responses vary due to difference in the management level of the respondents.

3.3 Correlation Analysis

Pearson product moment correlation procedure was adopted to determine the nature and strength of the relationship among variables suggested by the five hypotheses proposed in this study.

Insert Table 3

Table 3 illustrates the coefficient relationship between the variables. Job satisfaction is found to be negatively correlated with the two aspects of work life conflict, work o family interference ($r = -.159$, $p < .05$) and family to work interference ($r = -.382$, $p < .01$) which supports hypothesis 1 and hypothesis 2. Very low and positive correlation coefficient between workload and job satisfaction ($r = -.016$, $p > .01$) rejected the hypothesis 3 which proposed a negative relationship between job satisfaction and work load. Negative correlation is found between stress and job satisfaction ($r = -.323$, $p < .01$) which support our hypothesis 4. Positive correlation is seen between job autonomy and job satisfaction ($r = -.562$, $p < .01$) which approved our hypothesis 5.

Separate correlations have been run to study the relationship of independent and dependent variables at different levels of management. The results of theses analysis are discussed below.

Insert Table 4

Table 4 illustrates the correlation coefficients of the relationship between the independent and dependent variables of the employees working at the top level of management. By analyzing the correlation coefficient it is found that job satisfaction is negatively related with work to family interference (-.074), however it is not significant. Similarly a negative relationship is found between family to work interference ($r = -.405$, $p < .05$). Stress (-.235) and job satisfaction is found to be negatively correlated however it is not significant. This shows that although a relation does exist between job satisfactions and stress but it is not statistically significant. Work load (0.224) is found as positively correlated with job satisfaction. Stress and work life conflict is found to be positively correlated and significant. This shows that even in top management the main source of work life conflict is stress. However, a significant positive relationship is seen between job autonomy and job satisfaction ($r = .617$). The results further revealed that the job satisfaction in the top management decreases if they don't have the authority to take decisions regarding their job and freedom to perform the task.

Insert Table 5

The correlation analysis of middle managers (table 5) shows that work to family interference ($r = -.325$, $p < .01$) and family to work interference ($r = -.322$, $p < .01$) are negatively and significantly correlated with the job satisfaction ($r = -.325$, $p < .01$). The analysis shows that job satisfaction decreases with the increase in work life conflict at the middle level managerial positions. The relationship between workload ($r = -.176$) and job satisfaction is found to be negative but very weak and not significant. On the other hand stress is found significantly negatively correlated ($r = -.319$, $p < .01$) with job satisfaction. The results show that increase in stress decreases the job satisfaction in the middle level of managers.

Insert Table 6

Analysis of lower managers (table 6) shows job satisfaction is negatively correlated with work to family interference ($r = -.272$) however the relationship is not significant on the other hand family to work interference shows a significant negative correlation with the job satisfaction at the lower management level ($r = -.389$, $p < .01$). Stress is found as negatively correlated ($r = -.438$, $p < .01$) with job satisfaction, the results show that increase in stress decreases job satisfaction and increases the conflict between work and family in the lower level of management. Job autonomy shows a strong positive relationship with job satisfaction ($r = .585$, $p < .01$) which indicates that even at lower level of management employees are satisfied with their job if they have independency to take decisions regarding their jobs.

3.4 Regression Analysis

Linear regression was carried out in order to determine the explanatory power of independent variables (work to family interference, family to work interference, stress, job autonomy and workload) in the variance of dependent variable (job satisfaction). The estimated results are presented in Table VII.

Insert Table 7

It is evident from the table 7 that work to family interference is positively and significantly effecting the dependent variable that is job satisfaction. Similar results are also found by Beauregard (2006) in his study, where he said that greater organizational expectations, more challenging work and organizational commitment however subordinate the family responsibilities over their job but increase job satisfaction. Fu and Shaffer (2002) found that supervisor support and co worker support mediate the effect of work to family interference and thus increases job satisfaction.

Table 7 also shows that the variable of family to work interference is negatively and significantly affecting the dependent variable of job satisfaction. Fu and Shaffer (2002) in their research come up with the similar results. Their findings concluded that family to work interference decreases job satisfaction. Stress in our overall sample is found to have a negative significant impact on job satisfaction. The studies conducted by Duxbury, Higgins (2004), Yousef (2002), and Duxbury (2004) come up with the similar results and found that that a negative correlation exists between stress and job satisfaction.

It is also revealed from the table VII that job autonomy is bringing positive and significant variation in job satisfaction. Similar outcome is seen in the study conducted by Cabrita and Perista (2006), their research show a strong and positive relationship between job satisfaction and job autonomy. Negative and insignificant relationship has been found between job satisfaction and work load. Research by Rose (2003) also found an insignificant relationship among the job satisfaction and workload.

Results of regression analysis shows that the value of F is significant (22.909) which means that model is statistically significant. The R^2 of the model is 0.431, which shows that approximately 43.1% of variance in dependent variable (job satisfaction) can be explained by the linear combination of the independent variables work life conflict (work to family interference, family to work interference, stress, job autonomy and workload).

Insert Table 8

Table 8 reveals that variable work to family interference is showing a positive and significant relationship with the dependent variable job satisfaction. This result shows that employees at top management are satisfied with their jobs despite experiencing work to family interference. Spector et al (2005) conducted a comparative analysis between western and eastern countries and concluded that people in most of the eastern countries work as a means to personal achievement and development and thus resulted into work to family interference but this personal achievement and development also sustain the job satisfaction despite work to family interference. Excessive efforts spent in work pursuits are seen as being devoted to the self and neglecting the family.

Family to work interference has a negative and significant impact on job satisfaction at top management level. This result of our research is supported by Major, Klein, and Ehrhart; (2002) they concluded in their study that greater work demands are related to time spent with family, which in turn may cause family interference with work.

Stress is found as negative but insignificant predictor of job satisfaction at top level of management as illustrated in table 8. Similar results are also found by Nelson (1999) in his study. His research studied the causal relationship between stress and job satisfaction the results of the research shows that although a strong negative correlation exists between stress and job satisfaction. The causal relationship is not significant.

Table 8 further shows that there is a positive and significant relationship between job autonomy and job satisfaction. The finding is supported by the previous research conducted by Kim (2001); she revealed in her research that autonomy has a significant positive effect on public official's job satisfaction.

Workload in top management shows an insignificant negative impact on job satisfaction. Cabrita and Perista (2006) also come up with the similar results. Their research revealed that employees with longer working hours would be less satisfied with their jobs than those working less hours. Rose (2003) studied the same relationship but the results were not significant as ours, which support our findings and results.

The R^2 of our model is 0.589, which shows that approximately 59 % of the variance in dependent variable (job satisfaction) can be explained by the linear combination of the independent variables (work to family interference, family to work interference, stress, job autonomy and workload) at top management level.

Insert Table 9

Table 9 illustrates the estimated results at the middle level of the management. The independent variable work to family interference shows a positive but insignificant variation in the dependent variable job satisfaction.

The research by Konard Et al (2005) supports our research findings. He found that employees are more committed towards their job to get higher reward and appreciation. This attitude towards their jobs however increases work to family conflict but increases job satisfaction.

Family to work interference is found to have a significant negative impact on job satisfaction at middle level of management. Former studies by Ezra and Deckman; (1991) come up with the similar results that family to work interference is negatively correlated with job satisfaction. Beauregard (2006) also found that employees with elderly care and child care have a problem to cop up with their work responsibilities which decreases their job satisfaction.

Stress is having a negative and insignificant impact on job satisfaction. The previous research by Nelson (1999) concluded that employees, which experienced low degree of stress has high level of job satisfaction. Although his result shows a strong negative correlation between stress and job satisfaction, the research failed to establish a significant causal relationship.

Job autonomy is bringing a positive and significant variation in job satisfaction. This shows that independency to perform the job increases the job satisfaction. Similar results are found by the previous research conducted by Cabrita and Perista (2006). They concluded in their research that independency to perform a task increases job satisfaction in the employees. Yousef (2002) revealed in his research that the main source of job dissatisfaction is control to take decision regarding the job and role ambiguity.

Relationship between work load and job satisfaction is found to be negative but insignificant. Rose (2003) comes up with the similar results which supports our findings. Cabrita and Perista (2006) revealed in their research that although workload decreases the job satisfaction in the employees however income may mediate this relationship as higher income and longer working hours are also correlated.

The R^2 of our model is 0.38, which shows that approximately 38 % of variance in dependent variable (job satisfaction) can be explained by the linear combination of the independent variables (work to family interference, family to work interference, stress, job autonomy and workload) at top management level.

Insert Table 10

Table 10 illustrates the results of regression analysis at lower level of management. The variable of work to family interference is showing a positive and significant impact on job satisfaction. Similar results are found from the research

of Spector et al (2005). They concluded in their research that the positive connection of work to family interference with job satisfaction suggests that employees in Collective society (Note 8) are less likely to blame the employer for conflicts between work and home. Therefore, making work to family interference a less important issue in these countries. He further added that People in collectivistic society will view work demands as serving the needs of the family. As a result family members will be less likely to see work as competing with family, thereby being more likely to support the person's efforts at work and less likely to resent the person for having less time and energy for the family. This would minimize an employee's experience of work to family interference.

Family to work interference is bringing a negative significant variation in the job satisfaction of employees at lower level of management. This findings is supported by the previous researches conducted by Beauregard (2006). This study revealed that long working hours and priority of work role expectation over family role increase the employee's family to work interference and decreases job satisfaction. He also concluded that the supervisor support is found to be directly related family to work interference.

The relationship between stress and job satisfaction is found to be negative and insignificant. Nelson (1999) in his research concluded that there is no significant relationship exists between job satisfaction and stress. He further added that other factors like salary, organizational policies, satisfaction with supervisors are associated with job satisfaction and minimize the impact of stress. Like other management levels job autonomy in the lower management is also showing a positive and significant impact on job satisfaction. The results are supported by the previous researches conducted by Kim (2001), Yousef (2005) and Cabrita and Perista (2006) their research concluded that expected autonomy has a significant positive effect on job satisfaction, higher the degree of independence and discretion of the worker in scheduling the work the higher the level of the worker's job satisfaction. Relationship between workload and job satisfaction is found negative and insignificant. Rose (2003) comes up with the similar results which supports our findings. Cabrita and Perista (2006) revealed in their research that although workload decreases the job satisfaction in the employees however income may mediate this relationship as higher income and longer working hours are also correlated.

The R^2 of our model is 0.539, which shows that approximately 54% of variance in dependent variable (job satisfaction) can be explained by the linear combination of the independent variables (work to family interference, family to work interference, stress, job autonomy and workload) at lower management level. The values of R^2 at different management level shows that the independent variables are bringing 59% variance in top management, 37 % variance in middle managers and 54% variance in lower level of management. However, the coefficient of work to family interference is not significant for the middle managers. This statistics shows that work to family interference does exist at all the level of management and effect the job satisfaction. Wang et al. (2004) further added to this issue as connections with co-workers and the employer is very important for an employee and would be willing to sacrifice self-interest for the interest of the organization. The employee remain loyal to the employer, even if that employer's demands and practices produce work to family interference, and thus, they do not have negative feelings about the job as the cause of work to family interference.

3.5 Hypothesis Testing Results

The five hypothesis proposed in this study were tested statistically. The results of these hypotheses are discussed below.

3.5.1 Job Satisfaction and Work to family interference

Correlation results revealed that there is a negative and significant correlation between work to family interference and job satisfaction ($r = -.159$). The result supports our hypothesis 1. It is also found by the correlation analysis that at all the three-management level the relationship is negative, however it is significant only at the middle management level. Previously work to family interference is a related to the psychological well being of the employee and job satisfaction is matter of concern related to high pays and benefits. This research brought the two constructs together and tested their relationship in the service setting. The findings in this present study are consistent with some other researches.

The job responsibilities when coincide with family responsibilities give rise to work and life conflict, which decreases job satisfaction. Many researchers have frequently used the relationship between work to family interference and job satisfaction as contrary to each other. Jayaweera (2005) revealed in his research that work to family interference have a negative relationship with job satisfaction. Janasz and Behson (2007) also found that when work interference in the family responsibilities decreases job satisfaction. Strok, Brett and Reilly, (1996) found that Work family conflict is negatively related to several variables linked to job satisfaction. Ezra and Deckman (1991) revealed in their research that satisfaction with work/life balance is a major component of employee's job satisfaction. However, job satisfaction is found to be increased when a balance is kept between work and family life Cabrita and Perista (2006).

Wang et al. (2004) further added to this issue as connections with co-workers and the employer is very important for an employee and would be willing to sacrifice self-interest for the interest of the organization. The employee remain loyal

to the employer, even if that employer's demands and practices produce work to family interference, and thus, they do not have negative feelings about the job as the cause of work to family interference.

3.5.2 Job Satisfaction and Family to work interference

The result of the correlation revealed a negative and significant relationship between job satisfaction and family to work interference ($r = -0.382$). This proves our hypothesis 2, which stated that a negative relationship exists between family to work interference and job satisfaction. Managers at all three management level under study also have a negative correlation between family to work interference and job satisfaction which shows that the tug of war between family responsibilities directly effect the job satisfaction of the employees in Pakistan. Former studies by Ezra and Deckman; (1991) come up with the similar results that support that family to work interference is negatively correlated with job satisfaction. Beauregard; (2006) also found that employees with elderly care and child care have a problem to cop their work responsibilities which decreases their job satisfaction. He further added that an employee faces different family problems along with their job responsibilities which decrease job satisfaction.

3.5.3 Workload and Job Satisfaction

The result of the correlation for the overall sample revealed that positive insignificant relationship exists between job satisfaction and workload ($r = 0.016$). The results of the correlation rejected our hypothesis 2, which stated that a negative relationship exists between workload and job satisfaction. The assumption which was made while formulating our hypothesis 2 that as the workload is a main predictor of work life conflict a negative correlation does exists between workload and job satisfaction. However It is found that top managers has a non significant positive correlation between job satisfaction and workload ($r = 0.224$), whereas at middle management a non significant negative correlation does exists between workload and job satisfaction with ($r = -0.176$). The hypothesis 2 is accepted at lower level of management where a significant negative correlation ($r = -0.535$) exist between the two said variables. The previous studies by Duxbury, Higgins, Fu and Shaffer, (2001); Duxbury, Higgins, (2001) found that workload is negatively correlated with job satisfaction. However, this study indicated that employees with heavy workload satisfied with their job at top management, may be not satisfied at middle managers and significantly a negative impact of heavy workload is seen in lower managers.

The results are contradictory with the previous research. However research conducted by Cabrita and Perista (2006) support our findings. They studied the factors associated with work life conflict and job satisfaction in the countries located in the European Union block and revealed that the employees in Denmark and Portugal, shows a positive relationship between working hours (working hour is one of our predictor for work load) and job satisfaction. In other words, people who work more hours are more satisfied in their work. They also pointed out in the research that income mediates the relationship between workload and job satisfaction as higher income is positively correlated with longer working hours.

3.5.4 Stress and Job Satisfaction

There is a significant negative correlation found between job satisfaction and stress ($r = -0.323$). The result supports our hypothesis 3 which stated that there is a negative correlation exists between job satisfaction and stress, and hence it is accepted. However the relationship is not significant in top managers ($r = -0.235$) but in middle and lower managers the relationship is negative and significant, ($r = -0.319$) in middle managers and ($r = -0.438$) in lower managers which strengthen our hypothesis 3.

Stress is a main factor of withdrawal from the job (Falkenburg and Schyns, 2007). The employees involve in job stress, lost their interest in job and quit if they got a better opportunity. There are several researches which studied the impact of stress on job satisfaction and found the similar results. The studies conducted by Duxbury, Higgins (2004), Yousef (2002), Duxbury (2004) found that a negative correlation exists between stress and job satisfaction. Increase in stress leads to decreases in employee job commitment and job satisfaction. However study conducted by Nelson (1999) concluded that despite job satisfaction and stress are strongly negatively correlated with each other it is hard to established a causal relationship between the two variables. He further added that other factors like salary, organizational policies, satisfaction with supervisors are associated with job satisfaction and minimize the impact of stress.

3.5.5 Job Autonomy and Job Satisfaction

A positive and significant relationship between job satisfaction and job autonomy is found in this study ($r = 0.562$) for the overall sample. Employees in the service sector both in public and private organizations felt highly satisfied if they have freedom to take the decision regarding their job. This proves our hypothesis 5 which stated that a positive correlation exist between job autonomy and job satisfaction. A significant positive relationship is found at the all three level of management top managers ($r = 0.617$), middle managers ($r = 0.519$) and lower managers ($r = 0.585$), which support our hypothesis that increase in job autonomy increases the job satisfaction for the employees in Pakistan. Cabrita and Perista (2006) also revealed in their research a strong and clear correlation between job satisfaction and job

autonomy. Kim (2001) also concluded in the research that autonomy has a significant positive effect on job satisfaction, her research further added that the higher the degree to which the job provides substantial freedom, independence and discretion of the worker in scheduling the work and determining the procedures to be used in carrying out, the higher the level of the worker's job satisfaction.

4. Conclusion

This study provides evidence that support, the concept of work life conflict and advocates that it is not just a western phenomenon; it is also pertinent in an eastern setting such as Pakistan. We found that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively related with stress in our research. However, the correlation of workload is positive and insignificant which shows that workload does not effect the job satisfaction of the employees in Pakistan.

The previous research on workload shows that the results are affected by social norms and cultural differences among the different countries. The research by Cabrita and Perista (2006) studied the workload at different countries in the European Union block. The results of Portugal and Denmark show a positive relationship between workload and job satisfaction. Research conducted by Hofstede (1984) concluded that individualistic culture and collectivism culture had different outcomes regarding the attitude towards job. Job autonomy is found to be directly related to job satisfaction. Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees. The result of job satisfaction is found consistent with the results of the researches conducted across the globe. It is found from the research that the factors associated with work life conflict bring variation in the job satisfaction of the employees. Work to family interference, family to work interference and stress are found to be negatively associated with job satisfaction. Job autonomy and workload is positively associated with job satisfaction.

The findings of this study offer suggestions for improvement of job satisfaction through work life balance.

- It is suggested that consideration be given to the development of guidelines in order to ensure that working hours should not affect the WLB of employees.
- Managers can increase flexibility with respect to hours of work for their subordinate. Whereas employees can reduce the amount of time they are expected to spend in work by prioritizing their work.
- A supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work life balance and its adverse affect on job satisfaction.
- The need of policy is required to cater this problem. Different policies and strategies are needed for the people at different type jobs and at different stages of their career. As one of the largest employer of any country, government should require to introduce appropriate policies in the area of work life balance.

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Table 1. Company Wise Responses

Organization	N	Top Managers	Middle Managers	Lower Managers
LMKR	80	20	43	17
NADRA	77	16	44	17
TOTAL	157	36	87	34

Table 2. Descriptive Statistics for all Variables (N= 157)

VARIABLES	LMKR		NADRA	
	MEANS	S.DEV	MEANS	S.DEV
Work to family interference	3.02	0.787	2.4	0.78
Family to work interference	2.2	0.759	3.3	0.56
Work load	2.78	0.44	2.73	0.73
Job satisfaction	3.63	0.92	3.79	0.666
Job autonomy	2.04	0.905	2.06	0.573
Stress	2.54	0.92	2.28	0.766

Table 3. Correlation Coefficient of the relationship between the variables for over all sample

		WIF	FIW	STRESS	JS	JA	WL
WIF	Pearson Correlation	1	.472(**)	.472(**)	-.159(*)	-.096	.431(**)
	Sig. (2-tailed)	.	.000	.000	.046	.233	.000
	N	157	157	157	157	157	157
FIW	Pearson Correlation	.472(**)	1	.560(**)	-.382(**)	-.140	.013
	Sig. (2-tailed)	.000	.	.000	.000	.081	.873
	N	157	157	157	157	157	157
STRESS	Pearson Correlation	.472(**)	.560(**)	1	-.323(**)	-.131	.186(*)
	Sig. (2-tailed)	.000	.000	.	.000	.102	.020
	N	157	157	157	157	157	157
JS	Pearson Correlation	-.159(*)	-.382(**)	-.323(**)	1	.562(**)	.016
	Sig. (2-tailed)	.046	.000	.000	.	.000	.839
	N	157	157	157	157	157	157
JA	Pearson Correlation	-.096	-.140	-.131	.562(**)	1	.154
	Sig. (2-tailed)	.233	.081	.102	.000	.	.055
	N	157	157	157	157	157	157
WL	Pearson Correlation	.431(**)	.013	.186(*)	.016	.154	1
	Sig. (2-tailed)	.000	.873	.020	.839	.055	.
	N	157	157	157	157	157	157

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed)

Table 4. Correlation Coefficient of the relationship between the variables of Top Management

		WIF	FIW	STRESS	JS	JA	WL
WIF	Pearson Correlation	1	.634(**)	.543(**)	-.074	.024	.287
	Sig. (2-tailed)	.	.000	.001	.667	.888	.090
	N	36	36	36	36	36	36
FIW	Pearson Correlation	.634(**)	1	.476(**)	-.405(*)	-.033	.254
	Sig. (2-tailed)	.000	.	.003	.014	.849	.135
	N	36	36	36	36	36	36
STRESS	Pearson Correlation	.543(**)	.476(**)	1	-.235	-.063	.097
	Sig. (2-tailed)	.001	.003	.	.167	.716	.575
	N	36	36	36	36	36	36
JS	Pearson Correlation	-.074	-.405(*)	-.235	1	.617(**)	.224
	Sig. (2-tailed)	.667	.014	.167	.	.000	.189
	N	36	36	36	36	36	36
JA	Pearson Correlation	.024	-.033	-.063	.617(**)	1	.605(**)
	Sig. (2-tailed)	.888	.849	.716	.000	.	.000
	N	36	36	36	36	36	36
WL	Pearson Correlation	.287	.254	.097	.224	.605(**)	1
	Sig. (2-tailed)	.090	.135	.575	.189	.000	.
	N	36	36	36	36	36	36

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed)

Table 5. Correlation Coefficient of the relationship between the variables of Middle Management

		WIF	FIW	STRESS	JS	JA	WL
WIF	Pearson Correlation	1	.429(**)	.504(**)	-.325(**)	-.269(*)	.482(**)
	Sig. (2-tailed)	.	.000	.000	.002	.012	.000
	N	87	87	87	87	87	87
FIW	Pearson Correlation	.429(**)	1	.522(**)	-.322(**)	-.154	.038
	Sig. (2-tailed)	.000	.	.000	.002	.155	.725
	N	87	87	87	87	87	87
STRESS	Pearson Correlation	.504(**)	.522(**)	1	-.319(**)	-.095	.273(*)
	Sig. (2-tailed)	.000	.000	.	.003	.384	.011
	N	87	87	87	87	87	87
JS	Pearson Correlation	-.325(**)	-.322(**)	-.319(**)	1	.519(**)	-.176
	Sig. (2-tailed)	.002	.002	.003	.	.000	.102
	N	87	87	87	87	87	87
JA	Pearson Correlation	-.269(*)	-.154	-.095	.519(**)	1	.018
	Sig. (2-tailed)	.012	.155	.384	.000	.	.865
	N	87	87	87	87	87	87
WL	Pearson Correlation	.482(**)	.038	.273(*)	-.176	.018	1
	Sig. (2-tailed)	.000	.725	.011	.102	.865	.
	N	87	87	87	87	87	87

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 6. Correlation Coefficient of the relationship between the variables of Lower Management

		WIF	FIW	STRESS	JS	JA	WL
WIF	Pearson Correlation	1	.913(**)	.665(**)	-.272	-.055	.379(*)
	Sig. (2-tailed)	.	.000	.000	.120	.756	.027
	N	34	34	34	34	34	34
FIW	Pearson Correlation	.913(**)	1	.680(**)	-.389(*)	-.051	.446(**)
	Sig. (2-tailed)	.000	.	.000	.023	.774	.008
	N	34	34	34	34	34	34
STRESS	Pearson Correlation	.665(**)	.680(**)	1	-.438(**)	-.249	.533(**)
	Sig. (2-tailed)	.000	.000	.	.010	.155	.001
	N	34	34	34	34	34	34
JS	Pearson Correlation	-.272	-.389(*)	-.438(**)	1	.585(**)	-.535(**)
	Sig. (2-tailed)	.120	.023	.010	.	.000	.001
	N	34	34	34	34	34	34
JA	Pearson Correlation	-.055	-.051	-.249	.585(**)	1	-.469(**)
	Sig. (2-tailed)	.756	.774	.155	.000	.	.005
	N	34	34	34	34	34	34
WL	Pearson Correlation	.379(*)	.446(**)	.533(**)	-.535(**)	-.469(**)	1
	Sig. (2-tailed)	.027	.008	.001	.001	.005	.
	N	34	34	34	34	34	34

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 7. Estimated result for overall sample - Dependent Variable Job Satisfaction

Variables	Coefficients
Constant	28.75* (11.954)
Work to Family Interference	0.135*** (1.647)
Family to work Interference	-0.295* (-3.696)
Stress	-0.134*** (-1.716)
Job Autonomy	0.531* (8.364)
Workload	-0.095 (-1.316)
R2	0.431
F	22.909
N	157

Note: figures in parenthesis are t-values.

* significant at 1% level of significant

*** significant at 10% level of significant

Table 8. Estimated result at Top level of management- Dependent Variable Job Satisfaction

Variables	Coefficients
Constant	27.888* (5.536)
Work to Family Interference	0.332** (2.012)
Family to work Interference	-0.501* (-3.186)
Stress	-0.122 (-0.853)
Job Autonomy	0.667* (III9)
Workload	-0.135 (-.849)
R2	0.589
F	8.585
N	36

Note: figures in parenthesis are t-values.

* Significant at 1% level of significance

** Significant at 5% level of significance

Table 9. Estimated result at Middle level of management- Dependent Variable Job Satisfaction

Variables	Coefficients
Constant	30.87* (8.618)
Work to Family Interference	0 .033 (0.273)
Family to work Interference	-0.174*** (-1.593)
Stress	-0.157 (-1.409)
Job Autonomy	0.489* (5.275)
Workload	-0.152 (-1.449)
R2	0.376
F	9.753
N	87

Note: figures in parenthesis are t-values.

* significant at 1% level of significance

*** significant at 10 % level of significance

Table 10. Estimated Result at lower level of management- Dependent Variable Job Satisfaction

Variables	Coefficients
Constant	32.324* (5.385)
Work to Family Interference	0.538*** (1.671)
Family to work Interference	-0.720** (-2.145)
Stress	-0.117 (-0.607)
Job Autonomy	0.489* (3.262)
Workload	-0.127 (-0.734)
R2	0.539
F	6.545
N	34

Note: figures in parenthesis are t-values.

* Significant at 1% level of significance

** Significant at 5% level of significance

*** Significant at 10 % level of significance

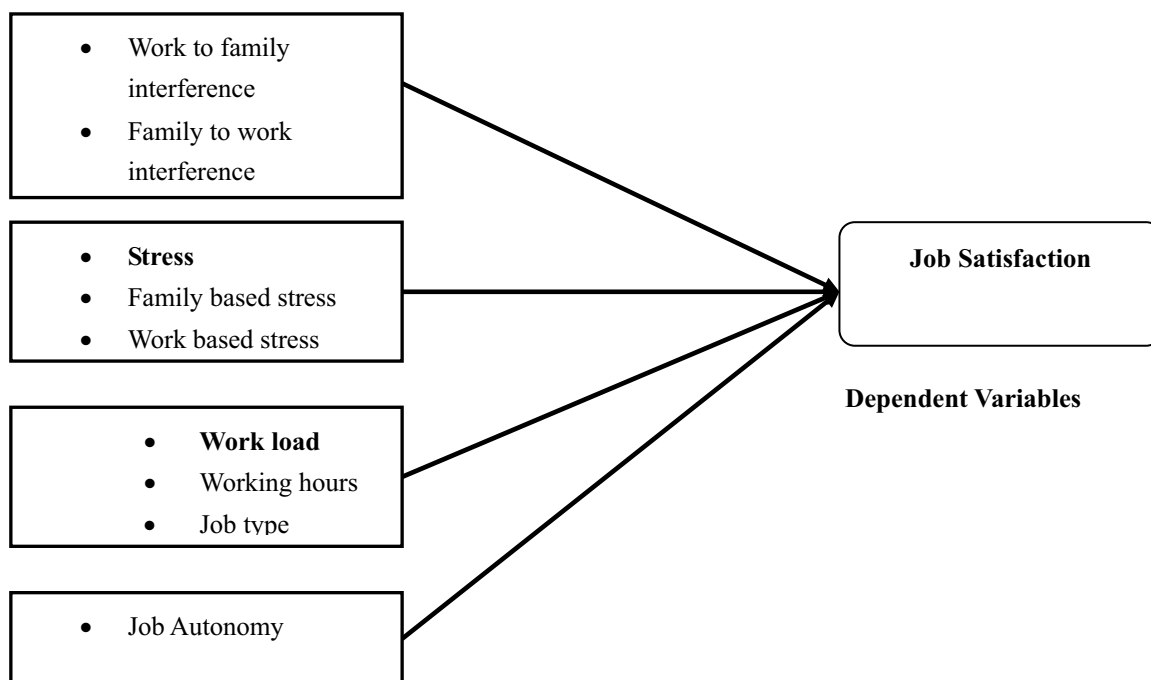


Figure 1. Theoretical Framework

Notes

Note 1. Pakistan Household Integrated Survey 2005-2006.

Note 2. Economic survey of Pakistan 2003-2004.

Note 3. Labour force survey Federal bureau of Statistics 2005-2006.

Note 4. Pakistan Statistical Year Book.

Note 5. Wikipedia encyclopedia.

Note 6. Wikipedia encyclopedia.

Note 7. Merriam-Webster's Collegiate Dictionary.

Note 8. A number of authors have suggested that Asian (Hofstede, 1984; Oyserman, Coon, & Kemmelmeier, 2002).

East European (Spector et al., 2001), and Latin American (Friedrich, Mesquita, & Hatum, 2006; Hofstede, 1984) societies are collectivistic.