

Factors Effecting Work-Family Balance and its Impact on Job Satisfaction in Collectivist Societies of Pakistan

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Summary

Research was done in many parts of the world, also conducted in Pakistan to see the relationship between some independent variables on job satisfaction and to analyze what are the responses by the population by such stress derivars. As the concept of work-family conflict varies from culture to culture also observed in Pakistani collectivist society where people are recognizing with family's identity and caste. N=235 sample was chosen from different cities of Sindh, data was gather from Karachi, Hyderabad Sukkur and Larkana and few self-employed. research was concluded in such a way that people gave more preference to fulfill the family responsibilities and family work balance has large influence over job satisfaction of the employees. Role of leisure time plays as important role as financial power because of fulfilling family responsibilities at home. Home life plays as important role as work life. Entertainment and other extracurricular activities can increase the level of job satisfaction and should be implemented in organizations.

Key words

work family balance, job satisfaction

1. Introduction

Nowadays everything has changed, in the era of modernization and high technology where matter matters less and time matters more, organizations want more work and productivity than ever to compete in the market. No doubt efficiency and effectiveness of the employees have increased but along with more output; stress, pressure, workload and burnouts among employees are also increased which directly or indirectly leads to job dissatisfaction. Employees are being facing work-family conflict because nowadays it is very difficult to manage both roles: a work role as well as family roles, reason behind is requirements of each role. (Greenhaus & Beutell, 1985). Normal standard time of work varies in different regions of the world, but standard of 8-12 hours is followed mostly. Along with standard hours' sometime employees have to work overtime which reduces their leisure time and create stress.it is the important issue for every organization because it will have big impact on employees motivation, quality of work and their attitudes that's why organizations should focus and make policies

to solve these issues. Many researchers have been done on these topic but the results which are found till now are inconsistent because of the difference in cultures of people, their way of living and nature of work. Like in china people are very attached to their work and willing to work for more than 10 hours because they perceived organizations as a family. There are many other differences, many of the Asian nations are collectivists and they prefer families as more important than work and where people want to spend more time with their families but American and European societies give immense value and their attitudes are different toward their work, that's why Hofstede model is also applicable in this subject.

2. Objective

Research has been done in many parts of the world but still it is not done in Pakistan, the objective of this research is to analyze what are the impacts of work-family conflict in Pakistani society where people are recognized with their caste and their families and families are being given highly importance along with work as we have a collectivist society. The core purpose of this research is to see the relationship between the work-family conflict and some independent variables which have influence on job satisfaction and family-life balance and to know what the main n stress derivars are and how work family conflict effect the behavior of the employees.

3. Literature Review

Definition of work family conflict was formally brought forward by Greenhaus in 1980s.Work-family conflict, as characterized by Kahn, is an expression of inter role conflict in which the part weight from the work and family areas are commonly inconsistent in some appreciation. That is, interest in the work (family) part is made troublesome by ideals of cooperation in the family (work) part (Higgins, Duxbury, Irving, 199).

It has been recommended that long work hours and substantial workloads are an immediate antecedent to

work-family conflict, as excessive time and exertion at work leaves lacking time and energy for family-related exercise (Frone, 2003; Greenhaus & Beutell, 1985).Recent studies shows that the main reason of work-family conflict is that people fail to balance their work life and family life because responsibilities are increasing from the both ends and the burden of one role lessens the performance of the other and conflict arises in one of the roles. when employee will feel conflict it will leads to stress and tensions, then ultimately job dissatisfaction will increase and performance will be affected. (Kossek and Ozeki, 1998).Many of the research show inconsistent finding between work-family conflict and their relationship with job satisfaction, there is a need of multidimensional analysis of work-family conflict because work family conflict can have many causes and many consequences so it is not an accurate way to use main effect approach. (Casper et al., 2007; Ford et. al, 2007) .Some authors defined the cause of these types as, work family conflict arises when demands of participation in one domain are incompatible with demands of participation in the other domain and this conflict do have important effect on the quality of both work and family life (Burke, 1988; Greenhaus&Beutell, 1985; Kopelman, Greenhaus, & Connolly, 1983).knowing work family and its types is important and how its type’s anguishes the job satisfaction is also significant .Greenhouse and Beutell (1985) has given three source of the work-family conflict, which includes first time-based conflict, second stress-based conflict, and thrid behavioral-based conflict (Ling Xu) Time-based conflict occurs when the amount of time devoted to one role makes it harder for a person to fulfil the activities of other role and makes it impossible to work in both roles equally effective.(Carlson, 1999). Strain-based conflict occurs when physical and emotional spillovers of one role, such as fatigue and stress, interfere with the performance of the other role. (Grzywacz et al, 2007).whenever people feel that they are over burden and busy so they feel a lot of stress and depressed then ultimately effectiveness of the roles decreases. Finally, behavior-based conflict occurs when behaviors that are effective in a specific role (e.g. work) are inappropriately applied within the other role (e.g. family, or vice versa), reducing one’s effectiveness (Greenhaus et al., 2006).

Types of Conflicts	Causes	Effects
Time Based	Per week hours worked , the frequency of overtime and the inflexibility of work schedule.	Absenteeism, double burden in both roles(Blegen,1993)
Strain Based	job stress, role ambiguity, Undesired standards, discrimination (Perrewe et al.,2004).	Burnouts, High activities, and health issues. Psychological and emotional exhaustion. 2007).
Behaviour Based	Too much busy in one role, More job focused etc.	Rarely found nowadays (Geurts and Demerouti, 2003; Kelloway et al., 1999; Simon et al., 2004).

Research was conducted in 2010 by Filomena Buonocore and Russo Marcello, they researched on same topic concluded that there is exists a negative relationship between time based conflict and strain based conflict on job satisfaction, while behavior based conflict do not have negative relationship with job satisfaction, the research was conducted in Italy health care Centre, data was collected from 197 nurses.

Role of Gender and Marital Status in Perceiving Work-Family Conflict

The nature of work family conflict also varies from society to society like in china people work for more than 8 hours which is standard time worldwide; instead of this they have constant satisfaction. In collectivism society, people want to spend more time with their families. Like social influence, gender also plays a vital role influencing the perception of work-family conflict. In North America divorce rates are increasing more than marriage rates over the last 3 decades, so the ratio of single parent families is increasing, out of which 80% of single parent families are led by women. Research was carried out by the authors (Ewelina Dziak1, Bonnie L Janzen1*, Nazeem Muhajarine) in Canadian cities, data was collected from the mothers and fathers who were single parent or divorced, research findings proposes that mothers faced more work-family conflict than husbands and big proportion of the women were victimized by mental illness and strain based conflict was the main reason for their mental disturbance and all women answered that most of the time they are highly involved in stress which negatively affected their work quality and managing the family related issues. Another aspect was also covered in the research that whether women who are married also faced same level of stress as single parent mothers felt, so the result were analyzed by bi-variate regression analysis and research concludes that single parent mother faced more strain based conflict and were very much involved in psychological and physical health issues than marital women. Many other researchers worked and find out the relationship that whether family is the major reason for job dissatisfaction or the problem lies within the job studies carried out in the USA propose that work family conflict is more often experienced since continuous work demands create stress within the people which ultimately leads to job dissatisfaction and mainly there are two main causes of the job dissatisfaction and these are work demands and job demands (Yang, Chen,Choi, & Zou., 2000). A research conducted in Taiwan from Taiwan employees on the work family conflict and family conflict and its effects on job satisfaction and organizational commitment in the research but was concluded that work demands from either home or offices high work load predicted work family conflict and family work conflict

further more family demands predicted FWC for the Chinese.

Role of Money in Work-Family Conflict

No matter one is a poor or rich, money play a vital role in everyone's life and money is one of the most critical reason for the disagreement and eventual divorce (Betcher & Macauley, 1990; Bodnar & Cliff, 1991; Chatzky, 2007). Money is also a central issue between couple's relationship from start of relationship till divorce (Benjamin & Irving, 2001). According to Amato & Rogers, 1997, Money is also marital distress and cause of dissolution. Further, money is a major source of relationship among couples shows serious concern and has great Implications for close partnerships. How couples are handling money-related disagreements warrants empirical investigation. Organizations must think in this perspective as well that whether the pay given to the employees is enough to satisfy the need and wants of their families because after marriage need of money doubles and employees have to deal with all the members of the family.

Impact of Overseas Assignments on Job Satisfaction

Work family conflicts also arises when employees in large organizations has to move from home country to host country for special assignments and that causes the conflicts some researches shows conflict exists. Globalization of trade has given opportunities to operate in different geographical areas that have cause effect on internal assignments and impact on work-family balance. International assignments demand to perform well and in more dedicated way. International tasks are treat as specific tasks and require specific performance. Failing to achieve creates stress and impact on job satisfactions. Particularly, people who reported higher work desires, more terrific work conflicts, and higher contribution in both occupation and family areas accomplished higher Work-family conflicts. Work-family conflicts predict reduced levels of both the quality of work life and the quality of family life (Dr. Chuang, Yuh-Shy, and Ching Yun University, Taiwan).

Adverse effect of Work-family conflicts and burnouts (Yang Wang, Ying Chang, Jialiang Fu and Lie Wang) researched in china in health care hospitals to check the outcomes of work-family conflict among female nurses and found that consequences can be hazardous for nurses' health as well as for patients health, even there is a very high risk for the patients because it was found that work-family conflict directs the burnout among nurses and reduce the quality of service. High intensity of burnout was observed among nurses because of high workload and stress, chronic stress is a major public health problem as it increases the risk of stress-related illness of Health and

diseases (Perski2006; Shirom 2003), today in china the voluntary turnover ratio is very high and health care sector is suffering from lack of nurses. In China, the proportion of nurses to general population is 1:1750, which is much lower than that in developed nations (1:140–1:320).the objective of research was to find the way to reduce the burnout among female nurses, the research was conducted among female nurses sample was 1700 nurses from 6 hospitals. The results were concluded that if they want to improve burnout among nurses they have to improve their psycap." Psycap is symbolized as psychological capital it is the combination of the organizational behaviors (job satisfaction, job performance, stress level and turnover, self-efficacy, self-esteem).Improving the psycap help in increasing the motivation of the nurses and work-family conflict will have less impact on job dissatisfaction and burnout among nurses, ultimately it will help in decreasing the turnover ratio of the nurses.

Impacts of Transitions of Roles on Work Overload and Job Satisfaction

It is not necessary work-family conflict is only the reason for job stress and depression, family-work conflict is also a very strong variable which influences the motivation of the workers and cause mental stress which decreases the performance at job. The American Psychological Association (2007) projected that 52% of workers involved in work-to-family conflict and 43% experience family-to-work conflict., like previous research of (Yang Wang, Ying Chang et.al) emphasis on Psycap,some authors also emphasis on role stressors which are antecedents of the work-family conflict which derives the job satisfaction, to understand the causes of work family conflict, key is to understand the antecedents which are role stressors (e.g., Frone, Russell, & Cooper, 1992a; Kopelman, Greenhaus,& Connolly, 1983; Michel et al., 2011),we know that work family conflict is an output so that's why we have to see its derivatives or inputs which carried out these outcomes to reduce the strain and depression among employees . Most important antecedent which is the main strain driver is overload and when people feel that they are overloaded and they have to do tasks in less time so to manage the time they do "interdomain transitions," then they start reallocating the resources of job and family to finish the task behaviorally, from one role (i.e., the "accommodating" role) to the other (i.e., the "overloaded" role; Matthews, Barnes-Farrell, & Bulger, 2010).it increases the work-family conflict because employees has to grab the time from the domain of family means their leisure time which creates job dissatisfaction for the short period of time. The research was done by the Russell A. Matthews, Doan E. Winkel And Julie Holliday Wayne to find out the impact of inter domain transition on job satisfaction, they took the sample

of 250 employees and they get data by filling questionnaire, one way variance analysis method was used and they conclude that no doubt it decreases the overload of the work but it decreases the leisure time of the employees that's why job dissatisfaction increases for the short term and it decreases the performance of employees. The question arises in mind that why work-family transitions create dissatisfaction when it gives the worker a flexi-time to work at home. There is not any single reason to answer this question. One reason is "Family systems theory "(Bronfenbrenner, 1977; Day, 1995) suggests that individuals' attitudes and behaviors are, in part, influenced by the attitudes of their family members. In many countries there is collectivism culture in which families are more important than jobs, the preferences of family member about jobs means a lot. The point is that transition of work load from office to home has the greater probability that it will create job dissatisfaction because according to family system theory, perception about the job is greatly influenced by the family members. "Higher WIF (work interfere with family) will result in lower family and marital satisfaction, higher parental guilt" (Karen Korabik, Donna S. LeroRoya Ayman) Due to transition of work negative attitude about the job is generated in employees' mental framework and it is observed that withdrawal decisions of employees are also largely influenced by their family members. There are lots of other reasons that worker do not take transition of work load favorable, one reason is sleeping complaints. Sleeping complains are also related to many health related issues including sickness-absence and disabilities (.Arber et al., 2009) ..the objective was the research was to analyze the relationship between sleep complaints and work-family conflict and results indicated that sleep complaints were common under the age group of 40-60, it was because of the overtime, computer work at home and other health issues due to stress, regression model was used in that research so the research was important because If strong conflicts between work and Family roles are detrimental to sleep then it is vital to help employees to balance their work and family life. (Dzaja et al., 2005; Frone et al., 1997; Schwartz et al., 1999; Wolk et al., 2005)

Ways to Cope Up Work-Family Conflict

workplace practices is a blistering issue nowadays in every organization that how to reduce the job dissatisfaction and negative attitude among employees because nowadays schedules are getting tougher and efficiency is demanded at first priority and time matters more that's why organizations face a big challenge to motivate their employees along with their work done on time.

Most of the organizations are nowadays focusing on flexible work arrangement (FWA) which resulted in particular have been touted as key to helping employees manage work and non-work responsibilities. FWA are generally defined as work options that permit flexibility in terms of "where" work is completed (often referred to as telecommuting or flex place) and/or "when" work is completed (often referred to as flexitime or scheduling flexibility) (Rau & Hyland, 2002). Such practices have become widespread within organizations and are often part of a central strategy to attract, motivate, and retain key talent (Hill et al., 2008; SHRM, 2010a, b).these techniques have been proved very effective such as flexi-time because it gives workers the space to select their most suitable hours of doing work so it gives some leisure to the employees which helps in motivation and reinforcement. Another technique is job rotation in which workers are moved periodically in to the different jobs, it helps in reducing work-family conflict because it gives the worker the changes in activities and increase his interest level in the job. Organizations also send their employees to the other countries called employees relocation with families to increase their motivation and satisfaction.

Another wonderful technique is used in organizations to increase the trust and credibility in the framework of employees is "workplace social support". The concept of workplace social support is derived from the broader social-support literature. It is typically viewed as a global construct (House, 1981) with a range of definitional dimensions that fluctuate in meaning. One of the most widely used and earliest definitions comes from Cobb (1976), who defined social support as an individuals' belief that he/she is loved, valued, and her well-being is cared about as part of a social network of mutual obligation. It is not necessary that only tangible reward may increase the job satisfaction, intrinsic reward also has its own importance it makes feel the employees that they are the part of organization and they are perceived as family members which increases the inner pleasure and satisfaction.

As the above paragraphs highlights different types of variables which have impact on work-life balance. By analyzing the literature and we have determined/derived the following Hypothesis:

H1: Female employees face higher work-life balance conflict than male employees as they have greater responsibilities at home.

H2: Married Partners working together has less work-life balance conflict than of not working together ones.

H3: Due to collectivism, Employees will likely to trade their income for shorter hours at work and spend more time with their family.

H4: Role of money plays a vital role in job satisfaction and money is the solution for work family conflict for

both rich and poor(or) Increase in financial power has positive relation with job satisfaction.

H5: Travelling hours to work has negative relationship with job satisfaction.

H6: Employees are satisfied if their family understands their working situations

H7: Spending time with children has positive relationship with job satisfaction

H8: Entertainment and Meditation manage stress of work and increase job satisfaction.

4. Method

Sampling: Data for the current study were collected during Year 2014, from different professions and from different organizations. Sample space consist of 236 employees of which 100 questionnaires were distributed to the employees of different organizations Participation was voluntary; it was assured to the employees that their information will be confidential and secured. A response rate of 96%.60% the data was collected from male employees because of the male dominant society volume of women workers is low, while 40% of the data was gathered from females. Around 88% of the employees were full time employees while 12% were self-employee or working temporary at small institutes. Average working hours of the employees was 6-8 hours. About 39% of the employees were agreeing that their partners should work on jobs for financial support while 60% of the employees don't want their partners to work. Most of the data was collected from married employees and 3% of sample includes widowed and divorced as well.

Measurements: Job satisfaction was measured by observing its relationship with the variables such as pay and financial power, working hours, Leisure-time with family, attitude towards job, familyunderstanding etc.Responses were measured by a 5-point Likert Scale ranging from 1 (strongly agree) to 5 (strongly disagree).

Work-family conflict was measured by analyzing conflict which was occurring by demand of work responsibility time, stress between the roles and behaviors which were affecting work-family relationship. Work-family conflict was also measured by a 5-point Likert Scale ranging from 1 (strongly agree) to 5 (strongly disagree)

Background variables: We encompassed several back ground variables such as sex, working experience; hours at work in a day and marital status whereas "gender, marital status, family responsibilities and working hours have been found to be typically related to work-family conflict "(Byron, 2005) while sex was measured as a dichotomous variable, the coding being 2= female and 1 = male. The coding for marital status was 1 = single and 2 = married 3=divorced/widowed. Number of hours worked in

a company is measured as 1= 4 hours or less 2=4-6hours 3=6-8 hours 4=8hours or more.

Results: Firstly the H1 which states that women face more work-family conflict because they have more responsibilities than men at home was tested, literature and observation suggests that women are less emotionally stable and responsibilities of children are key variables which makes women feel more stressful than men.H1 was tested with descriptive statistics with cross-tabular analysis technique to see whether male employees are happier with their job or vice versa, the results which were found are shown in table.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
sex * how do you feel about amount of time u work	235	99.6%	1	4%	236	100.0%

sex * how do you feel about amount of time u work Crosstabulation

Count		how do you feel about amount of time u work					Total
		very unhappy	un happy	indifferent	happy	very happy	
sex	male	4	40	44	59	8	155
	female	3	23	25	28	1	80
Total		7	63	69	87	9	235

The number of male responds to unhappy were 40 (25%) of male population and 4 respond as very unhappy and only 23(28% of female population) females responds to unhappy and 3 as very unhappy. We can see that much of the sample is happy or satisfied with their work responsibilities and large portion of population whether male or female are indifferent about their attitude toward the job so we cannot say that females feel more work-family conflict than men.

how do you feel about amount of time u work			
sex	Mean	N	Std. Deviation
male	3.17	155	.961
female	3.01	80	.921
Total	3.12	235	.949

Means of both males and females are directing us toward conclusion that both men and women are mostly indifferent about their job so we reject the first hypothesis that females are more influenced by workload and stress than men about their job so we reject the first hypothesis that females are more influenced by workload and stress than men.

Then second hypothesis was tested which was H2: Married Partners working together have more job satisfaction than of not working together ones.

Through literature we drove this hypothesis but observations and experience in sub-continent tell the different story because in Pakistan females partners have to attached with their home responsibilities as well so some time conflict arises because women fail to give proper time to their children, let's see what the research shows.

Through this table we can see that only 33 employees out of 87 satisfied employees respond that they are happy if there partners are working while 54 employees out of 87 respond that they are more satisfied when their partners are not working so we will reject the hypothesis H2 that Married Partners working together have more job satisfaction than of not working together ones.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
partner working * how do you feel about amount of time u work	235	99.8%	1	4%	236	100.0%

partner working * how do you feel about amount of time u work Crosstabulation

Count		how do you feel about amount of time u work					Total
		very unhappy	un happy	indifferent	happy	very happy	
		partner working yes	3	31	25	33	
no	4	32	44	54	6	140	
Total		7	63	69	87	9	235

Some employees perform better when they get some transition of role like working from home or bringing their children to work and many other tools are their used for managing the work family balance, third hypothesis was directed as As literature suggests employees are less concern about their pays when they are not satisfied with the job but specially in collectivist society like Pakistan employees give much more credit to their family than their job so for analyzing the hypothesis which is H3: Due to collectivism, Employees will likely to trade their income for shorter hours at work and spend more time with their family.

trade income for shorter hours at work to spend time with my family

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly Agree	65	27.5	27.5	27.5
agree	72	30.5	30.5	58.1
neutral	32	13.6	13.6	71.6
disagree	48	20.3	20.3	91.9
strongly disagree	19	8.1	8.1	100.0
Total	236	100.0	100.0	

If we analyze this frequency distribution table we come to know by cumulative percentage that 58.1% of the population agrees that they will trade their income for shorter hours at work if they have to spend more time with

their family so finding are supported by the data that's why H4 is accepted.

Employees can trade off their income in order to gain leisure time but money has its own importance especially in country like Pakistan where economy is not substantial and conditions are unstable so role of money has also its own importance and in organization money specially in terms of bonuses and reward are used for motivating the employee so the H5 states that H4; Role of money plays a vital role in job satisfaction and money is the solution for work family conflict for both rich and poor (or) Increase in financial power has positive relation with job satisfaction. So for analyzing this hypothesis correlation is used to see the nature of relationship between financial power and job satisfaction the findings are:

Descriptive Statistics

	Mean	Std. Deviation	N
how do you feel about amount of time u work	3.07	.993	235
working long hours increase employees financial power	2.67	1.406	236

Correlations

		how do you feel about amount of time u work	working long hours increase employees financial power
how do you feel about amount of time u work	Pearson Correlation	1	-.033
	Sig. (2-tailed)		.618
	N	235	235
working long hours increase employees financial power	Pearson Correlation	-.033	1
	Sig. (2-tailed)	.618	
	N	235	236

As we can observe in table that correlation analysis shows weak negative relationship between two variables it means that as financial power increases it is not necessary that work-family conflicts will be reduced because as we know work-family conflict can have many other causes than money such as stress and work-load etc. so hypothesis 5 is rejected.

As we analyzed money is not necessary always the reason for the work-family conflict another important factor in our country which is analyzed in research is transportation. Transportation, location, and layouts these are the factors which indirectly lead to stress and fatigue so we analyzed this variable through correlation, the hypothesis is H5: Travelling hours to work has negative relationship with job satisfaction. A result shows that:

Descriptive Statistics

	Mean	Std. Deviation	N
how do you feel about amount of time u work	3.07	.993	235
hours travelling to work	1.71	.827	236

Correlations

		how do you feel about amount of time u work	hours travelling to work
how do you feel about amount of time u work	Pearson Correlation	1	-.235**
	Sig. (2-tailed)		.000
	N	235	235
hours travelling to work	Pearson Correlation	-.235**	1
	Sig. (2-tailed)	.000	
	N	235	236

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

Table shows that there is negative correlation between job satisfaction and the hours travelling to work. It means the amount of time people used for travelling to work reduce their job satisfaction. so H6 is supported by the analysis and accepted. Sometimes your working hours demand more and your family failed to understand your working requirements and situations especially in our communities where families are given more valued than anything else so H7 states that H6: Employees are satisfied if their family understands their working situations. The hypothesis is analyzed by correlation method so findings entails are:

Descriptive Statistics

	Mean	Std. Deviation	N
how do you feel about amount of time u work	3.07	.993	235
family understand working situation	2.66	1.348	236

Correlations

		how do you feel about amount of time u work	family understand working situation
how do you feel about amount of time u work	Pearson Correlation	1	.395**
	Sig. (1-tailed)		.000
	N	235	235
family understand working situation	Pearson Correlation	.395**	1
	Sig. (1-tailed)	.000	
	N	235	236

** . Correlation is significant at the 0.01 level (1-tailed).

The results in above table shows that there is positive relationship between job satisfaction and family understanding of working situation, it means as family understanding of the job increase employees will feel more positive toward job because of family support with them. Hypothesis was supported Time spent with children

means a lot to the workers and many organizations are now supporting employees to bring their children to work occasionally specially on dinner’s award ceremonies etc.so to analyze this situation in Pakistan we collected and analyze data, the hypothesis was H7: Spending time with children has positive relationship with job satisfaction. The results indicates that

Correlations

		how do you feel about amount of time u work	hours spend with children
how do you feel about amount of time u work	Pearson Correlation	1	.175**
	Sig. (1-tailed)		.004
	N	235	235
hours spend with children	Pearson Correlation	.175**	1
	Sig. (1-tailed)	.004	
	N	235	236

** . Correlation is significant at the 0.01 level (1-tailed).

Results shows that there is positive correlation between job satisfaction and amount of time spend at work as with financial power employees are more willing to spend leisure time with their family so hypothesis 8 was supported. As analyzed above the importance of leisure time organizations are nowadays arranging many training activities for employees which includes some sort of entertainment because continuous pressure and stress may leads to many cardiovascular diseases and other long term diseases so H9 States: H8: Entertainment and Meditation manage stress of work and increase job satisfaction. Results shows: There is weak positive relationship between the two factors; entertainment has influence but results shows that there is no strong or direct relationship between entertainment and job satisfaction so hypothesis is supported.

5. Discussion and Interpretation

This research was proposed to analyze how these independent factors affect the Pakistani society which is different from European and American societies in terms of their culture, tradition, values and way of living as they live collectively. Some of the results generated very unexpectedly in the research, as there is a worldwide concept or myth of glass ceiling that women employees feel more stress and pressure which effects their decision making and in Pakistan there is a male dominant society that’s why it is still perceived that in Sindh that women feel more work family conflict as they have responsibilities of children, family members and responsibilities of work life may add fuels to the flame but interesting results exposed in our research that women feel less workload than men while working and faced less

work family conflict. The reason may be the switching trend as since decades women are believed to work side by side with men in almost every sector so the trend has changed now, the female workers are as competent and work load bearing as men. Most of the men replied that they are happier and satisfied if their partner is not working. The trend has been change but still there is the cultural phenomena which is still dominated by families that people want their partners to be house manager or house wife so that family responsibilities can be fulfilled easily that's why in hypothesis 2 people claim that they will prefer that their partners should manage the homes and children responsibilities. Many of the employees claimed that they will likely to trade off their income for shorter hours and increase their leisure time; this was the most unexpected result because in Pakistan economy is facing the lots of financial crisis but employees ignore the role of inflation in directing their decision and other expenses. one thing more gets expose that in many of the questions employees response by keeping their short term goals in mind, it may be because of the high context culture. In hypothesis no.5 again role of money was proved to be less important than the family and leisure time unlike western culture where there is individualism, here as observed people in Pakistani society are keener to satisfy their short term wants as discussed above.

There are many reasons for it because of substandard roads, strikes and political instability. Many companies are now giving living homes to their employees Government are also giving homes to government employees to make them attach with the work. Meditation and Entertainment are two main factors nowadays considered worldwide that are crucial for making the employees active and motivated that why many activities are also conducted in organizations to boost the confidence level of the employees, research also shows that there is positive relationship between entertainment and job satisfaction. in Pakistan in government organizations such activities are less conducted government should conduct these as they are important. Last point which results guided that understanding of the family members toward employees job is quite important to control work family conflict, it is important because in Pakistan specially when partners are not working so there are more chances of misunderstandings and miscommunications which results to family life conflict and ultimately leads to negative attitudes towards job.

6. Conclusion

Cultural aspect of Pakistani societies still dominates their lives; they are more collectivists and high contexts people that's why their family responsibilities and family life satisfaction have large influence on job satisfaction. Role

of leisure time plays as important role as financial power because of fulfilling family responsibilities at home. Home life plays as important role as work life. Travelling to work is also a very important component considered in rural areas, as the travelling hours increase fatigue and stress ultimately leads to job stress. Entertainment and other extracurricular activities can increase the level of job satisfaction and should be implemented in organizations

Limitations

There is no any single measure of work-family conflict worldwide through which it can be measure. Results can vary from country to country from culture to culture. Study cannot be applied worldwide because of different organizational policies. Work-family conflict has many definitions and many types so chances of error in interpretation are high. Another limitation is that employees were selected from institutes and Hospitals, lots of professions and organizations were neglected because of out of reach in particular time.

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