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## **Antecedents and Outcomes of Work Life Conflict**

### **ABSTRACT**

*Working women face many challenges in developing countries. Due to pressing job demands, it often becomes hard to balance home and office life. Specifically considering the culture of South-Asian countries, administrative women are more vulnerable to work life conflict being responsible for home affairs. The main purpose of the study was to know the influence of work role overload and family role overload on work life conflict and how work life conflict further affects job satisfaction and marital satisfaction. Responses of 224 women working in different administrative capacities of government organizations were collected using judgmental sampling approach, which confirmed the influential role of both of the explanatory variables. Work life conflict also emerged as the key predictor towards job satisfaction but lacked predicting qualities towards marital satisfaction. The study also concluded life satisfaction as an outcome of job satisfaction and marital satisfaction. Work life conflict mediated the relationship between work role overload and job satisfaction as well as between family role overload and marital satisfaction. However, marital status could not show any*

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*moderating role between various hypothesized relationships. Discussions are presented based on the findings of the study.*

**Keywords:** *Work Role Overload, Family Role Overload, Work Life Conflict, Job Satisfaction, Marital Satisfaction, Life Satisfaction*

## ■ Introduction

Despite influential role played by some of the key women in the national development of Pakistan like Benazir Bhutto (Ex-Prime Minister), Fitimah Jinnah (Ex-Politician and Sister of the founder of Pakistan), Zubaida Jalal (Ex-Minister of Education and Social Activist), Pakistan is still striving to promote the equal rights and status of women in different spheres of life. Like some other developing nations, women in Pakistan have to undergo male dominated life and stands responsible for household chores especially kids-care (Sather, 1993; Imam, 1987; Anakwe, 2002). At the organizational level, discrimination during hiring process as well as at work, job insecurity, workplace bullying, income instability etc, are the key issues which women face across the world (Lee, 2002; Raza and Murad, 2010; Imam, 1987; Anakwe, 2002; Omar and Ogenyi, 2004). Particularly considering Pakistan, men are generally responsible for earnings or household income whereas women spend most of their time at home. The main impetus behind joining professional life for women is to uplift economic and social status or sometimes to delay marital life and utilize their skills and abilities. After marriages, women either stop working or leave their professional status at the discretion of their spouse. Normally women prefer to work in comfortable environment free from any harassment or bullying like educational institutes, banks

(only for women) or some kinds of government offices. Previous studies also show that women leave work life after marriage due to increased family responsibilities (Azid, Khan and Alamsi, 2010; Sather, 1993; Duncan et al., 1993; Huth, 1978). Considering these facts, women hardly find any space to grow up in the hierarchy. They have to face multiple impediments from induction to career advancements. At the same time, they have to fight with the cultural bondages. The family setup and family structure also poses a barrier against their work life. If they successfully acquire any encouraging position at work in the government offices, is there any conflict arising between work and life? What are the causes and consequences of this conflict? These questions though have been investigated many times in different settings but still pose a dilemma considering the environment of Pakistan. Pakistan is a collectivist society which barely allows members to disconfirm from the group norms (Robbins and Judge, 2013). The basic premise highlighted in this study is to investigate the causes and consequences of work life conflict to women working in government organizations at administrative capacities. According to some experts, key attributes required at leading positions, include authoritative, objective oriented and passion, which assumed to be prevalent in males (see Omaji, 1993; Kamoche, 1997). Since women are commonly responsible for domestic affairs in Pakistan (Azid, Khan and Alamsi, 2010; Sather, 1993) therefore when they acquire key position in any organization, it provides extra pressure to balance both family and work life on account of extensive role expectations. Existing literature segregate role imbalance into two broad categories. Work to family conflict which implies the excessive work responsibilities impacting the family life whereas family to work conflict emerges when the demands of family

responsibilities affect work assignments. In this study, only work to family conflict is assumed to be more detrimental for the women at managerial capacities (Cohen and Liani, 2009).

Considering the importance of work life balance across different sectors, various authors have emphasized to examine work life conflict into contextual setting to refine the theory of work –family interference (Karimi, 2009). A thorough review of literature shows that most of the previous studies are concentrated in the developed countries and particularly in United States (Karimi, 2008; Yang, Chen, Choi, & Zou, 2000). As indicated by Poelmans et al., (2005), the causes and consequences of work and family issues cannot be examined by disregarding the cultural factors. There exist dearth research from developing countries particularly from South Asia. The present study is a contribution in this regard. This would also help to satisfy the concern of Hofstede (1991) who categorically emphasized that theories and research findings should be generalized cautiously. Dissimilarities among nations with respect to various cultural dimensions call country specific findings (Hofstede and Bond, 1984). This study provides detailed analysis of causes and consequences of work life conflict by studying the attitude of woman working at administrative capacities in government organizations.

## ■ Literature Review

Work–family conflict (WFC) refers to the incompatibility between work and family role pressures (Shaffer, Joplin and Hsu, 2011). Becker and Huselid (1998) defined work-life conflict as “a lack of fit” between the life responsibilities and

work objectives. Employees participating thoroughly either in organizational affairs or in life commitments, may ultimately face a conflict in balancing both domains (Greenhaus and Beutell, 1985) which further affects their personal, family and organizational well being. The personal consequences of work life conflict include health issues, lifelong stress, psychological symptoms and attitudes whereas work and family issues comprise strain, inefficiency, withdrawal and some attitudinal swings. This is the reason various studies have been conducted to know the influence of key work and family antecedents towards work life conflict in various cultural settings (Shaffer, Joplin and Hsu, 2011). This study attempts to highlight the role of work role overload and family role overload as antecedents of work life conflict as well as job satisfaction and marital satisfaction as the consequences.

### ■ **Work Role Overload**

Work role overload refers to the incapacity to execute too many work related tasks due to time constraints (Michel et al, 2011). Various types of role demands may directly and indirectly influence work family conflict (Ling and Poweli, 2001; Yang, Chen, Choi and Yimin, 2000). Previous empirical findings validated the positive link between long working hours and the perceived work-family conflict (Beauregard, 2006; Mihelič and Tekavčič, 2014; Lu et al., 2006) as well as with family to work conflict (Stewart, 2013). The findings of Adkins and Premeaux (2012) showed that work hours have a linear relationship with work-family conflict. Employees having adequate leisure time or off time for other activities may enjoy healthy role balance (Lee et al., 2013).

Although various studies have shown work demands as key predictor to work-family conflict (Lu et al., 2006) but the findings are not consistent across the world (Spector et al., 2004). Work demands more thoroughly predict work-family conflict in developing countries as compared to developed world (Yang, Chen, Choi and Yimin, 2000). In a comparative studies conducted by Bohle et al., (2011), permanent workers reported greater work intensity, which was associated with greater work-life conflict and woman managers working more hours feel more work-life conflict (Stoner, Hartman and Arora, 1991). Therefore organizations need to ensure optimal pool of employees and provide them sufficient work relief like leave entitlements, short breaks and flexi-hours etc (Skinner, 2011). According to Abo-Znadh (1998) and Vagharseyyedin (2010) work autonomy, job tension, shift working and workload are key predictors to quality of work life (Abo-Znadh, 1998; Vagharseyyedin, 2010). Considering all these arguments, following hypothesis is developed;

***H1: Work role overload has significant positive impact on work life conflict.***

## ■ **Family Role Overload**

Family role overload refers to the perception of employees about overwhelming family task and responsibilities, allowing insufficient time to carry out them properly (Michel et al, 2011). Individuals involve deeply in their family affairs, experience more family interference to work (Carlson and Kacmar, 2000). Work-family balance may be disturbed due to work or family overload (Duxbury et al., 1994). Women need social support, particularly support from their spouse both on job and off job to observe role balance (Lee et al., 2013).

Although time spent with family in leisure weaken the work to life conflict but a majority of researches have also revealed the indirect link between family role demands and family to work conflict (Lee et al., 2013; Ling and Poweli, 2001; Lu et al., 2006). Nevertheless, family demands more thoroughly predict work-family conflict in developed countries as compared to developing world. These arguments helped to develop following hypothesis;

**H2:** *Family role overload has significant negative impact on work life conflict.*

## ■ Job Satisfaction

Job satisfaction is defined as a positive and joyful emotional state resulting from job experiences (Locke, 1976). Job satisfaction has two main components i.e. cognitive satisfaction and affective satisfaction. Affective job satisfaction implies the emotional feelings of a person towards his or her work as a whole (Thompson and Phua 2012). Cognitive job satisfaction refers to the level of a person's satisfaction with some aspects of his or her job such as wages, working hours, benefits etc. (Moorman, 1993). Employees failed to make balance between their work and family life may encounter various kinds of problems (Bijawat, 2013). Existing literature reveal an inverse link between work/family conflict and job satisfaction (Aryee, 1992; Wright et al., 2014; Lu et al., 2008; Zhao, Qu and Ghiselli, 2011; Bedeian, Burke and Moffett, 1988). Employees experiencing optimal balance between work and family life tend to carry positive feelings to the workplace (Qu, Xinyuan and Zhao, 2012). On the other hand, the imbalance may influence the quality of work life (Kinnunen and Mauno, 1998). Spector et al., (2004) conducted a comparative study among various countries to know the effects of work-family stressors on job

satisfaction and some other factors of employees' well being. All the participating countries reported job satisfaction as a negative outcome of work life conflict (Spector et al., 2004). A contextual finding reported by Wang, Lawler and Shi (2010) from Asia also showed a significant negative association between work life conflict and job satisfaction. At contrast, the study of Qu, Xinyuan and Zhao, (2012) couldn't come at the same conclusion. But researches at large confirm the negative association between work life conflict and job satisfaction (Frone et al., 1992; Thomas & Ganster, 1995). These arguments helped to test the following hypothesis;

**H3:** *Women experiencing high work life conflict are less satisfied with their jobs.*

### ■ Marital Satisfaction

Marital satisfaction refers to individual's global evaluation about the quality of marital interactions (Bradbury, Fincham & Beach, 2000; Hinde, 1997). When employee faces an imbalance between their family and work life where work intensity causes limited role to play at home, may negatively affect the marital life. The bond with their spouse starts weakening due to work interferences in family priorities (Plect, Staines and Lang, 1980; Barling, 1986; Stoner, Hartman, and Arora, 1991). Various studies have been conducted to know the relationship between work life conflict and marital satisfaction and found significant negative relationship between these two (Bedeian, Burke and Moffett, 1988; Aryee, 1992; Carlson and Kacmar, 2000). According to Kinnunen and Mauno (1998) employees facing high work life conflict have adverse impact on quality of family life (Kinnunen and Mauno, 1998). Based on these arguments, following hypothesis is formed;



**H4:** *Women facing high work life conflict may also have lower marital satisfaction.*

## ■ Life Satisfaction

Pavot and Diener (1993) defined life satisfaction as a global evaluation of one's life against some predetermined standards. It refers to cognitive evaluation in a personalized way about individuals' life experiences (p. 164). It has also been reported from the previous research studies that life satisfaction is the direct outcome of job satisfaction and marital satisfaction (Bedeian, Burke and Moffett, 1988; Carlson and Kacmar, 2000). The study of Shek (1995) found a significant positive correlation between marital satisfaction and life satisfaction. Realistically, dissatisfied employees either from work or from family may not claim true life satisfaction, therefore the following assumption was made;

**H5:** *Job satisfaction and marital satisfaction have significant positive influence on life satisfaction.*

Previous empirical findings also highlight the inverse relationship between work life conflict and life satisfaction (Aryee, 1992; McMillan and Morris, 2012). Employee facing issues in balancing work and family life cannot claim his life a quality experience (Kinnunen and Mauno, 1998). Foregoing provided the following hypothesis;

**H6:** *Work life conflict is direct and strong predictor of work life satisfaction.*

Existing literature shows that marital status has been used as a moderator in various life sciences studies. For example the study of Bierman (2012) examined the influence of marital status on the relationship between functional limitations and depression as well as between functional limitations and anger. Results showed that marital status

reduced the impact of functional limitations towards depression but for older men only, however the association between functional limitations and anger were not influenced by marital status. The study of Thurasamy, Lo, Amri and Noor, (2011) also evaluated the moderating role of marital status on the relationships between various types of demographic factors and career advancement. Results couldn't not how an explicit moderating role of marital status in their study. Considering the indifferent findings, this study also evaluated the moderating role of marital status;

**H7:** *Marital status moderates various hypothesized relationships as married woman differ significantly on various work life conflict relationships from unmarried or other women living without family.*

Literature further showed a mediating role of work life conflict between various relationships (Michel, Mitchelson, Kotrba, LeBreton and Baltes, 2009). In some cases work-life conflict mediated partially and in some studies full mediation was reported (Minnotte, Gravelle, and Minnotte, 2013; Wong, Lin, Liu and Wan, 2014). Therefore, mediating role of work-life conflict was also assumed for specific relationships;

**H8:** *Work life conflict mediates the relationship between work role overload and job satisfaction.*

**H9:** *Work life conflict mediates the relationship between family role overload and marital satisfaction.*

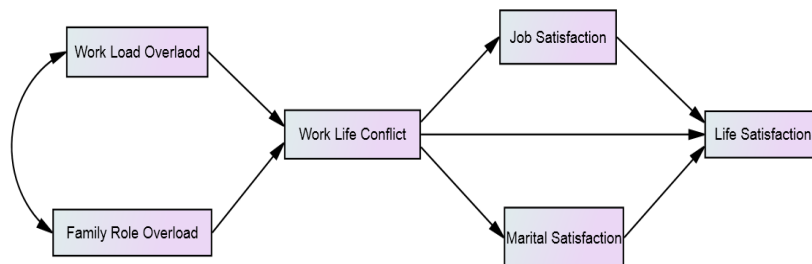


Fig. 1: A Conceptual Model of Antecedents and Outcomes of WLC

## ■ **Methodology**

### □ **Subjects/Sample**

The purpose of the study was to investigate the challenges faced by working women of government organizations. The study specifically aimed to examine women responsible for administrative assignments in government organizations. Women have very small percentage in the overall employment of Pakistan in both private and public sectors. Government organizations for the current study included pure civil services/pure government, semi-government and autonomous organizations. This could help to collect adequate responses to come at reasonable conclusion.

### □ **Procedures**

The study employed questionnaire as a tool for data collection. In total 300 questionnaires were distributed to different women working at various administrative positions in government organizations of Pakistan. Basically, judgment sampling was used to identify the particular women falling in this category. Response rate in developing countries had always been a concerning factor. Therefore through research associates and telephonic follow-up, a sufficient number of 229 questionnaires were retrieved back. In total 224 usable questionnaires were punched and analyzed using SPSS 15.0 and IBM SPSS AMOS 20.

### □ **Measures**

*Work Family Conflict*

To measure work life conflict, a 12 items scale was adopted from the study of Stephens and Sommer (1996). Original scale contained 14 items to measure different facets of work life conflict. For this study, six items to measure time/strain, three for positive behavior and three for negative behavior were adopted to understand the work life conflict faced by the subjects of the study. All the items were based on likert scale from 1 (strongly disagree) to 5 (strongly agree). Items included "Because my work is so demanding, I am often irritable at home" and "I act differently in responding to interpersonal problems at work than I do at home".

#### *Family Role Overload*

To measure family role overload, four items were employed from the study of Bacharach, Bamberger and Conley (1990) which were originally based on the operationalization of Camman, Fichman, Jenkins and Klesch (1979) and had been used in other studies (Beehr et al., 1976). Bacharach, Bamberger and Conley (1990) used three items. But for this study one additional item was included in view of the contextual environment. All three items were measured using five points scale where 1 represented (definitely false) and 5 represented (definitely true). Sample items included "I don't have time to finish family responsibilities". High mean scores revealed high family role demands.

#### *Work Role Overload*

Work role overload was also measured using the scale adopted from Bacharach, Bamberger and Conley (1990) by changing the family commitments into work commitments. Sample items included "I don't have time to finish work responsibilities".

#### *Marital Satisfaction*

Marital satisfaction was measured with the help of six items extracted from Marital Satisfaction Questionnaire (Haynes et al., 1992). The selected items were used by Korporaal, Groenou and Tilburg (2013) and found high factor loadings. All the subjects were required to mark their satisfaction level with the items such as "The amount of consideration shown

by my spouse" and "The way disagreements are settled," anchoring scale was employed as very dissatisfied, dissatisfied, a little dissatisfied, satisfied, and very satisfied.

#### *Job Satisfaction*

Job satisfaction was measured with the help of five items adapted from the study of Judge et al. (1998) previously used by Thompson and Phua (2012) and found reliable. All the items were anchored on five point scale from 1 (strongly disagree) to 5 (strongly agree). Sample item included "I find real enjoyment in my job".

#### *Life Satisfaction*

Life satisfaction was measured by five items prescribed by Diener and Fujita's (1985). All the items were anchored on five point scale from 1 (strongly disagree) to 5 (strongly agree). Sample item included "In most ways my life is close to my ideal" and "so far I have gotten the important things I want in life".

## ■ Analysis and Results

### □ Demographical Results

The demographic data shows that most of the respondents' (51%) aged between 21-40. On average, young citizens of Pakistan enter into professional life right after graduation which commonly takes more than 20 years in completion. This was the reason, 34% of the respondents are aged between 20-30 years. Considering the education of the respondents, 43% had the graduation degree. In Pakistan, graduation (at least 14 years) is considered as the minimum education for better employment. But commonly students continue their education till masters' level. Therefore, a healthy figure of 47% is obtained for master degree holders.

Variable	Scale	f	%	Variable	Scale	f	%
Age	21-30	76	33.93	Work Experience	Less than a year	33	14.73
	31-40	39	17.41		1-5 Years	64	28.57
	41-50	68	30.36		6-10 Years	54	24.11
	51 or above	41	18.30		10 or above	73	32.59
Marital Status	Married	164	73.21	Cadre	Gazetted Officer	104	46.43
	Unmarried	42	18.75		Non- Gazetted Officer	120	53.57
	Separated or Other	18	8.04	Sector	Pure Government	72	32.14
Income Level	20,000 or below	Nil	***		Semi Government	137	61.16
	21,000-35,000	60	26.79		Other	15	6.70
	36,000-50,000	67	29.91	Highest Level of Education	Bachelors or below	97	43.30
	51,000-75,000	52	23.21		Masters	106	47.32
	76,000-100,000	35	15.63		MS/M.Phil	17	7.59
Above 100,000	10	4.46	PhD		4	1.79	

Table-I: Demographical Information of the Respondents

This also highlights the same figure of 43% women who are at entry level of employment and show their working experience less than 5 years. During past few years, government employees have been given significant pay raises which brought them at par to private sector. For monthly income, an encouraging figure of 57% is highlighted of women claiming income between 20,000 to 50,000/-. Another high percentage (23%) of income is reported between the monthly income of 51,000-75,000/- The culture of Pakistan never appreciates the separation by will, therefore a vast majority of women 73% are married. 08% are reported widowed or separated due to different reasons. Whereas 18% of the subjects are unmarried but obviously the unmarried status can't make them free from some types of family responsibilities because they may have parental care or may have been working for the better living

of brothers, sisters and siblings. 46% of the women are serving at officer cadre with all privileges of government officer whereas 53% are non-gazetted officer with limited managerial responsibilities and privileges. On the other hand, 68% of the subjects are from semi-government or autonomous bodies while 32% of the women belong to pure government organizations directly under the control of government of Pakistan.

The results of descriptive analysis table-II showed the encouraging picture of the variables of interest. Mean values were found less than 3 for family role overload and work role overload. Women at administrative positions were generally found satisfied with their jobs and life except with marital life. However, indifferent perception is observed about the work life conflict as a whole.

	<b>Variables</b>	<b>Mean</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1	Family Role Overload	2.77	0.73	1					
2	Work Life Conflict	3.08	0.52	0.36**	1				
3	Work Role Overload	2.58	0.97	0.32**	0.30**	1			
4	Job Satisfaction	3.50	0.76	-0.04	-0.25**	-0.24**	1		
5	Life Satisfaction	3.47	0.75	0.02	-0.21**	-0.09	0.56**	1	
6	Marital Satisfaction	2.88	0.89	-0.01	-0.02	-0.14*	0.06	0.16*	1

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

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

Table-II: Descriptive and Correlation Results

Correlation results showed significant relationships and in the assumed direction between variables of the study. The analysis highlighted the significant positive relationship between work life conflict and family role overload ( $r= 0.36$ ,  $p<0.01$ ) as well as between work life conflict and work role

overload ( $r= 0.32, p<0.01$ ). The analysis further confirmed the significant negative relationship between work life conflict and job satisfaction ( $r= -0.25, p<0.01$ ) and work life conflict with life satisfaction ( $r= -0.21, p<0.01$ ). Contrary to our expectations, work life conflict showed although negative but insignificant relationship with marital satisfaction ( $r= -0.02, p>0.05$ ).

Predictors	Dependent Variable	B	R <sup>2</sup>	F
Family Role Overload	Work Life Conflict	0.26***	0.13	33.29***
Work Role Overload	Work Life Conflict	0.16***	0.92	22.60***
Work Life Conflict	Marital Satisfaction	-0.02 n.s.	0.00	0.03 n.s.
Work Life Conflict	Job Satisfaction	-0.37***	0.06	15.17***
Marital Satisfaction	Life Satisfaction	0.14**	0.03	5.78*
Job Satisfaction	Life Satisfaction	0.55*	0.31	101.6***
Work Life Conflict	Life Satisfaction	-0.30***	0.43	9.87**

Notes: \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; n.s. Not Significant

Table-III: Regression Results

## ■ Measurement Model Assessment

The hypothesized path model was tested using AMOS-20 to know the model fit as well as the nature and strength of relationships between study variables. Various fit measures were employed including chi-square divided by degree of freedom (CMIN/df), standardized root mean residual (RMR), comparative fit-index (CFI), goodness of fit-index (GFI), adjusted goodness of fit-index (AGFI) and root mean square error of approximation (RMSEA). A model is said to be satisfactory if CMIN/df is less than 3 with some other cutoff values (Arbuckle, 2008; Hair et al., 2005; Hu and Bentler, 1998; Jackson et al., 2005; Teo & Khine, 2009). All the fit indices were in range except for RMSEA which was little high (0.084) from



the threshold. Details about the cutoff and study values are given in the table-IV.

Fit indices	$\chi^2/df$	RMSEA	AGFI	CFI	GFI	NFI	IFI	RMR
Recommended value	< 3	< 0.08	> 0.80	> 0.90	> 0.90	> 0.90	> 0.90	< 0.08
Value in this study	2.559	0.084	0.921	0.937	0.974	0.905	0.94	0.04

Table-IV: The Fit Indices and Analysis Results of the Measurement Model

The fit indices and analysis results of the measurement model allowed further examining the estimated path coefficients of the structural model for hypothesis evaluation (H1-H6). Fig. 2 shows the regression path coefficients of the latent variables. Most of the hypotheses were strongly supported except the paths between work life conflict and marital satisfaction ( $\beta = -0.02$ ,  $p > 0.05$ ) as well as between work life conflict and life satisfaction ( $\beta = -0.10$ ,  $p > 0.05$ ). Work role overload ( $\beta = 0.11$ ,  $p < 0.001$ ) and family role overload ( $\beta = 0.21$ ,  $p < 0.001$ ) showed significant influence on work life conflict. Whereas work life conflict had strong negative influence on job satisfaction ( $\beta = -0.37$ ,  $p < 0.001$ ) and job satisfaction had significant effects on life satisfaction ( $\beta = 0.53$ ,  $p < 0.001$ ). Work life conflict showed negative but insignificant effects on marital satisfaction ( $\beta = -0.02$ ,  $p > 0.05$ ) and marital satisfaction showed significant positive effects on life satisfaction ( $\beta = 0.11$ ,  $p < 0.05$ ). Except H4, all the hypothesis held true.

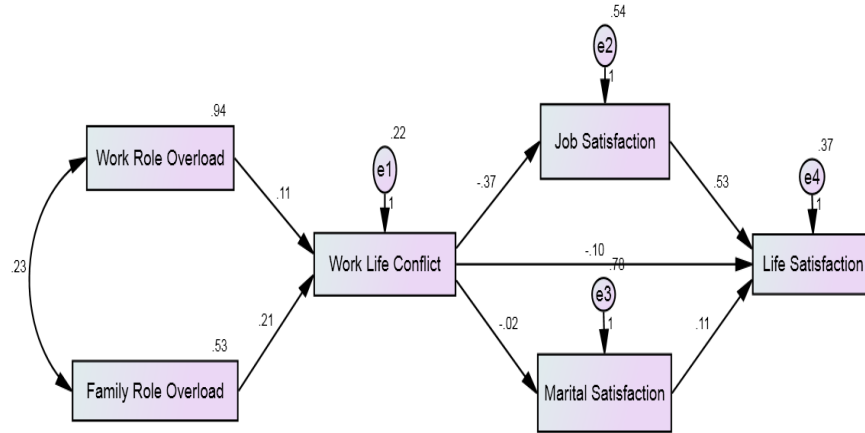


Fig. 2: Results for hypothesized model (structural indices and relations between variables)

Lastly, to evaluate the moderating effects of marital status on the theorized relationships, a multi-group moderation analysis was performed (Bryde & Robinson, 2007). The data was divided into groups pertaining to administrative leaders with family (spouse or kids) and administrative leaders without family (single or separated). The two group sample comprised 164 and 60 respondents respectively. First the path estimates were calculated of both groups and then the insignificant paths were trimmed to extract the unconstrained model. Later the model was fully constrained by setting the parameters through regression weights of each path to make them equal to each other. The chi-square difference test between constrained and unconstrained model showed that the groups were not different at the model level in table-V. Later the path by path analysis was also executed to know the difference between two groups across various paths which also confirmed the invariant nature of all the paths across marital status. The results

showed that chi-square change of 1.967 was insignificant at  $p < 0.01$ . Hence H7 was not accepted.

Fit indices	$\chi^2$	df	$\chi^2/df$	CFI	RMSEA
Constrained	39.925	20	1.996	0.889	0.670
Unconstrained	41.892	24	1.746	0.900	0.580

Table-V: Results of Two-Group Structural Model for Moderation Effect

In addition to comparing constrained and unconstrained model, the path by path comparison was also made through critical ratio matrix between woman leaders with family responsibilities and without family responsibilities. Groups were not different on marital status except the path between marital satisfaction to life satisfaction as given in the table-VI.

			Family		Without Family		z-score
			Estimate	P	Estimate	P	
WLC	<---	WL	0.115	0.005	0.094	0.141	-0.280
WLC	<---	FW	0.198	0.000	0.234	0.004	0.366
JS	<---	WLC	-0.444	0.000	-0.161	0.397	1.290
MS	<---	WLC	0.084	0.504	-0.325	0.204	-1.434
LS	<---	WLC	-0.007	0.940	-0.284	0.098	-1.423
LS	<---	JS	0.560	0.000	0.458	0.000	-0.780
LS	<---	MS	0.040	0.460	0.213	0.012	1.705*

Notes: \*\*\* p-value < 0.01; \*\* p-value < 0.05; \* p-value < 0.10

Table-VI: Path by Path Group Differences

## ■ Mediation Analysis

To examine the mediation effects of work life conflict between work role overload and job satisfaction as well as between family role overload and marital satisfaction, The Bias-corrected (BC) bootstrapping method was applied

which is preferred on commonly used Baron and Kenny's (1986) approach for mediation analysis (Preacher & Hayes, 2008). Bootstrapping technique estimates the indirect effects by repeatedly sampling from the data set. An empirical approximation of the sampling distribution of these bootstrap estimates are built while used to obtain 95% confidence intervals (CI) for the indirect effects. Bias-corrected (BC) bootstrapping method evaluates the indirect path which should be significantly different from 0 by providing a confidence interval (CI) for the indirect effect. The mediation effect is substantiated when confidence interval lack 0.

<b>Direct Effects</b>	<b><math>\beta</math></b>	<b>Sig</b>	<b>CI low</b>	<b>CI high</b>	<b>SE</b>
WL -> WLC	0.21	0.002	0.06	0.34	0.07
WL -> JS	-0.18	0.009	-0.32	-0.05	0.07
FL -> WLC	0.30	0.001	0.16	0.41	0.07
FL -> MS	-0.01	0.925	-0.13	0.13	0.07
<b>Indirect Effects (Bias-corrected bootstrapping method by Preacher &amp; Hayes, 2008)</b>					
WL -> JS	-0.04	0.001	-0.10	-0.01	0.02
FL -> MS	-0.01	0.001	-0.05	0.04	0.02

Note: Method used for bootstrap confidence intervals: bias-corrected percentile.

\*p<.05, \*\*p<.01, \*\*\*p<.001.

Table-VII: Mediation Results

This study employed 2000 bootstrap re-samples with 95% bias-corrected confidence intervals, and p-values. According to Jones et al., (2008), bootstrapping with 2000 samples enables the computation of the unstandardized estimates of the direct effects.

The BC mediation results (table-VII) showed the indirect effect of work role overload on job satisfaction through work life conflict was significant for administrative women working in government organizations ( $\beta=-0.04$ ,  $p=0.001$ ; 95% confidence interval [CI] = -0.10 – -0.01). The second bootstrap analysis revealed a significant indirect path from work load overload to marital satisfaction through work life conflict ( $\beta=-0.01$ ,  $p=0.001$ ; 95% confidence interval [CI]=-0.05–0.04). Hence, H8 and H9 were also substantiated.

## ■ Discussions

The results of the study provided some interesting findings. Woman working at various administrative positions of public organizations were not overwhelmed with family responsibilities. Though it has been reiterated that women in Pakistan had to look after the home responsibilities regardless of their professional commitments. But women working at managerial level normally had sufficient income which helped them to hire the services of maids and other assisting persons. As evident from the collected data that 70% of women had their monthly income more than 35,000/- which can be assumed as in addition to spouse income. So collectively, it produces healthy impact at the household income. On the other hand, woman also showed a moderate work load which might be because of the nature of job. In government services, women had more privileges than male counterparts (Ezra and Deckman, 1996). Working hours of the government offices were also limited with specified public holidays (Ezra and Deckman, 1996; Walker, Fletcher, and McLeod, 1975). Therefore, respondents did not reveal intense work responsibilities. However, both family role overload and work

role overload had significant impact on work life conflict. In case of work burden at home or in office, might cause a conflict between two roles. Some of government organizations normally had quite pressing assignments where incumbents had to work consistently and even after working hours such as banks, hospitals and organizations offering public utilities. Particularly the administrative and public dealing departments of nearly all organizations demand extra efforts. In such cases, women can be more vulnerable to work life conflict.

Respondents had indifferent views about their current job satisfaction. But work life conflict showed significant negative influence towards job satisfaction. Results further revealed that if woman were facing problems in balancing role then it might had affected job satisfaction. Surprisingly, work life conflict showed negative but highly insignificant relationship with marital satisfaction. Marital life was considered to be of paramount importance for the women working in any sphere. In comparison, women could not compromise their marital status against professional life. This provided favorable findings for marital satisfaction which was not linked with work life conflict. Irrespective of work life conflict whether high or low, It had nothing to do with marital satisfaction. But women might consider their work intensity a cursor to work life conflict.

Both marital satisfaction and job satisfaction showed significant effects towards life satisfaction. Relatively job satisfaction played dominant role in predicting life satisfaction. Life satisfaction as a construct explicates the satisfaction with various features of life encompassing a wide tenure of life. Human nature motivates everyone to contribute something up to our capacity in respective discipline or domain. We as human being wish to utilize our competencies, help others and learn & serve as well as leave

something for upcoming generation. Though life satisfaction comprises various facets but factors relating to one's profession are more important. As a cultural bondage, women keep their marital life above anything but the real satisfaction is derived by contributing professionally towards the society up to level best.

Work life conflict also emerged as a mediator between work role overload and job satisfaction as well as between family role overload and marital satisfaction. This posited that women encountering high role demands at office resultantly experienced a conflict between work and home life which ultimately caused reduced job satisfaction. Same held true for the relationship between family role overload and marital satisfaction which was also intervened by work life conflict. Marital status was taken as moderating variable for various hypothesized relationships. Samples comprised married and unmarried/separated woman associated with administrative jobs. Married women were assumingly had family responsibilities with their husband and kids whereas unmarried women or separated had family responsibilities other than the spousal. The results showed no significant differences among two groups which indicated that the subjects of the study with or without family (unmarried, separated, widowed or other) faced same challenges. Domestic responsibilities were conceived to be the key concern of women life in Pakistan. Married women were surely concerned about the home affairs. On the other hand, women with single status also had to contribute practically at home. By observing the culture of Pakistan, women had to work parallel in various home affairs as they stepped into teen-ages. Without kids and spouse, they were largely concerned with taking care of their parents. The situation may gets more demanding if parents need cure at old ages.

## ■ Conclusion

This study highlighted the significance of work role overload and family role overload in addressing the problem of work life conflict. Both proved to be the significant predictors toward work life conflict for woman associated with administrative jobs in various public organizations of Pakistan. Work life conflict further showed high predicting qualities towards job satisfaction but couldn't show any relationship with marital satisfaction. If employers wish to keep the job satisfaction high for women then work life balance is a prerequisite to observe. Adequate working hours, leave privileges, transportation and some other factors, are considered to be the key facilitators with respect to Pakistani environment. These may further lead towards life satisfaction. Though results of the study do not show any discouraging picture in terms of life satisfaction but by coping work life conflict or by bringing work life conflict at minimum level, life satisfaction can show a more encouraging picture. The study also highlights the mediating role of work life conflict between work role overload and job satisfaction as well as between family role overload and marital satisfaction. However, the moderating role of marital status cannot be established between various theoretical relationships.

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