

**WORK FAMILY CONFLICT AND ITS WORK AND
NON-WORK OUTCOMES: MODERATING ROLE OF
GENDER AND SOCIAL SUPPORT**



BY

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ABSTRACT

The purpose of the present research was to examine the relationship between work family conflict and its directions with work and non-work outcomes. The study also examined the moderating role of social support and gender in relation between work family conflict (i.e., work-interference-with family and family-interference-with work) and outcomes. The research was conducted in two distinct studies; Study I ($N=216$) was aimed at addressing the psychometric properties of the instruments in local context and Study II was main study ($N=366$) which aimed at testing hypotheses formulated for the present research. The sample for both the studies was drawn purposively from financial institution, telecom and health sector organizations of Rawalpindi and Islamabad. Instruments included Work Family Conflict Scale (Carlson, Kacmar, & Williams, 2000), Perceived Social Support Scale (Caplan, Cobb, French, Harrison, & Pinneau, 1975), General Job Satisfaction Scale (Hackman & Oldham, 1975), Turnover Intention Scale (O'Driscoll & Beehr, 1994), Satisfaction with Life Scale (Diener, Emmons, Larsen, & Griffin, 1985), and ENRICH Marital Satisfaction Subscale (Fowers & Olson, 1993). The results of Study I revealed fair to good model fit for study variables. Reliability estimates also provided fair to satisfactory internal consistency evidences for the instruments used. Results of Study II found that Work family conflict was significantly negatively correlated with Job satisfaction and Marital Satisfaction as an outcome variable. The relationship was negative for Turnover Intention. Work-interference-with family did not correlate with Job Satisfaction and Turnover Intention. Family-interference-with Work was significantly negatively correlated with Marital Satisfaction. Among the work-related

sources of support, supervisor support moderated the relation between work-interference-with family and job satisfaction as well as turnover intention. Coworker support also moderated the relation between work-interference-with family and job satisfaction as well as turnover intention. Spousal and friend support did not appear to moderate the relation between family-interference-with work and marital satisfaction as well as family social support also appeared to be nonsignificant moderator between family-interference-with work and marital satisfaction. Gender was a significant moderator between work-interference-with family and turnover intentions. Gender fails to moderate the relation between work-interference-with family and job satisfaction as well as family-interference-with work and marital satisfaction. It was also found out that work-interference-with family is more strongly felt as compare to family-interference-with work. Significant gender differences showed that women feel more of work family conflict as well as family-interference-with work than men, although there was nonsignificant difference on direction of work-interference-with family. The results of the present research are discussed in the light of relevant literature for future implication.

Chapter - I**INTRODUCTION**

Both spheres of life i.e., work and family serves different functions for different individuals. Work can be a very satisfying and positive experience for people. Work provides many people with social support, opportunities for increased self-efficiency and an expanded frame of reference (Barnett & Hyde, 2001) and families serve a similar function at an interpersonal and more intimate level for an individual. The expectations and role related demands for both spheres of life are not synchronized most of the time. Work family conflict thus sprouts from efforts to combine the two spheres and from the strain that is an inevitable outcome of meeting the role expectation at family and home front.

Recent years have witnessed an increase in focus on literature on work/family conflict in psychology, sociology, management discipline and other related fields. The reason for this interest partially lie in the fact that most of the adults in today's economic world are confronted with the effort to manage multiple roles as it is common for families to have two working adults to meet the ends. Changes in dynamics at the workplace, changing family lives as more dual earners enter labor force to meet economic needs, changes in perception regarding gender roles and parenting practices where fathers along with mothers are more indulgent in child care and finally recognition by contemporary organizations to focus on their human capital all call for more attention in understanding dynamics of work-family conflict in depth.

The present research is an effort to understand some of the consequences that are a result of work family conflict and how in collectivistic societies like those in

Pakistan, different sources of social support may seem to buffer the negative effects of stress caused by balancing roles at family and work front; hence moderating the influence of each outcome. Following paragraphs describe the concept of Work Family Conflict (WFC) including types and forms of work family conflict by utilizing national as well as international literature. This is followed by an exploration of theoretical foundation of work family conflict and social support constructs. Afterwards, attention will be turned to understanding consequences of work family conflict and the role different sources of Social Support can play in buffering the stress and strain relation.

Work Family Conflict

Definition of work family conflict states work family conflict as a type of inter role conflict where pressures from the work and family domains are contrary to each other in some respect. Conflict between work and family therefore occurs when participation in one role i.e. work or family becomes difficult because of commitment or participation in the other role (Greenhaus & Buetell, 1985). Conflict can be between any home role such as spouse, homemaker or parent and any work role such as employee, team leader etc. Commitment exhibited in each role may lead to different levels of conflict for men and women (Day & Chamberlain, 2006).

Work-family conflict can be the result of managing multiple tasks at work as well as at family front. Family related tasks mostly involve caring for children as well as old aged parents, household chores, along with extra role related responsibilities of socializing and home making. Work related tasks that may intrude in completing tasks

at home may include paid work hours, as well as traveling related to work, and other extra duties.

Literature concerning Work family interface, treats the term work-interference-with family as a type of conflict in which job related responsibilities interfere with family life thus leading to work to family conflict. For conflict arising as result of family responsibilities interfering with work the term family-interference-with work is used thus generating family to work conflict. Past research considered the variable as a uni-dimensional construct, but later research (Frone, Russel, & Cooper, 1992) suggests that nature of such a construct is bi-directional. Furthermore, factor analytical studies have confirmed work-interference-with family and family-interference-with work conflict as two distinct constructs (as cited in Belavia & Frone, 2005).

In support of relation of two dimensions of work family conflict (work-interference-with family and family-interference-with work); Frone et al. (1992) tested the relation between stressors related to job and job involvement as predictors of work-family conflict and the outcome variables of family distress as well as depression. The authors tested the model by taking amount of involvement in family role and stressors related to family roles as predictors of family to work conflict, Frone et al. (1992) speculated that these antecedents will predict depression and job related stress among the study participants. The study hypothesis was confirmed as they found significant relation between work to family interference and family to work interference. It was also found out that stressors related to job are reasons of work to family conflict whereas, stressors related to family are considered to be the reasons of family to work conflict. These stressors then lead to job related stress as

well as depression. This also suggested that work to family and family to work conflict is part of larger work family conflict variable (Frone et al., 1992). Another research by Frone, Yardley, and Markel (1997) found that work to family conflict was negatively related to family functioning. They also found family to work conflict as negatively related to job functioning. The findings of the studies confirm that work family conflict is not a uni-dimensional construct rather it is bi-directional in nature.

The individual variables that influence work family conflict are mostly demographic (gender, income, employment status, education level, marital status and child status) along with personality predispositions. Personality characteristics function dually and can act as risk factors for work-family conflict or protective factors against it. Trait negative affectivity has especially been found to positively relate with work-interference-with family conflict as well as family-interference-with work conflict. On the other hand hardiness seems to protect people from work-interference-with family conflict and conscientiousness helps people deal with family-interference-with work. (Allen, Herst, Bruck, & Sutton, 2003). Research has consistently noted that people who work more hours have more work-interference-with family. Job level seems to have mixed effects on work family conflict but individuals regardless of job level when work for more than 30 hours per week experience conflict (Higgins, Duxbury, & Johnson, 2000). Increased sense of job security also reduces conflict (Batt & Valcour, 2003). Other work related characteristics that increase work family conflict are role overload, work-role ambiguity as well as conflict and job distress. On the other hand family-interference-with work conflict is predicted by presence of younger children, having more children, unavailability of child care, marital tension or spending more time on

household chores (Fox & Dwyer, 1999; Fu & Shaffer, 2001; Grzywacz & Marks, 2000).

Researchers have speculated if work family interference is more prevalent than family work interference. The outcome of national surveys in US conducted at different time lines found work to family conflict as more prevalent than family to work conflict thus showing asymmetric relation between the two domains (Frone et al., 1992). Therefore it is assumed that family roles seem to encounter more disturbances from work domain as compared to work roles because of flexibility that family boundaries offer. The most plausible of the conclusion in response to increase in reporting of work to family conflict may be is heightened media attention that has been given to interference of work responsibilities in family life. The reason of perception of low rates of family to work conflict is also because of less media attention given to this issue as the reporting rates of family to work conflict have remained stable throughout the three decade of surveys conducted as compared to work-family conflict (as cited in Bellavia & Frone, 2005). The asymmetric relation between work and family domains explored in other cultures yielded similar results, although reasons for the conflict are different. In a study Yang, Chen, Choi, and Zou (2000) found that American employees experience family to work conflict more as compared to work to family conflict because of perceived family demand, whereas, Chinese employees experienced greater demands at their work setting which lead to more work to family conflict. They argued that Chinese employees work philosophy is based on working for the greater good of the family as opposed to self satisfaction derived as an outcome of working.

Types of work family conflict. Both directions of work family conflict can be divided into further three types ; time-based, strain based and behavior based conflict. Time is a major aspect that has been associated with conflict. Greenhaus and Beutell (1985) described *time-based conflict* as multiple roles competing for a person's time. As time is a limited resource therefore if spent in one role cannot be simultaneously spent in the other role. Consequently, an employee whose work role interferes with family role is unable to meet the demands of both roles at same time. Time-based conflict can also be considered as type of work overload. There are two forms of time-based conflict. One, physically it is impossible to perform two roles at one time because of the time demands associated with both the roles (Greenhaus & Beutell, 1985). For example an employee staying late at work to meet a project deadline be in a situation where it is physically impossible to spend time with his family. Second, as time demands preoccupation with meeting expectations of one role make it difficult to fulfill the demands of the other role. (Bartolome & Evans, 1979). For example, an employee who is tight on a schedule to meet a project deadline may be preoccupied with it even when spending time with his family. Studies have recognized the number of hours worked per week as a strong predictor of time-based conflict (Frone et al., 1997; Gutek, Searle, & Klepa, 1991; Kinnunen & Mauno, 1998; Netemeyer, Boles, & McMurrian, 1996). Malik and Khalid (2008) has reported similar results in a qualitative study done in banking sector of Pakistan and have highlighted that long working hours increased work family conflict. Hence employees will experience greater conflict when spending more time at work thus having less time to meet family obligations.

Greenhaus and Beutell (1985) discussed *strain-based conflict* and defined it as a form of work-family conflict in which tension produce because of participation in one role affects the way one fulfills expectations associated with the other role. (Greenhaus, Callanan, & Godshalk, 2000), Example of strain based conflict may include stress associated with workplace communication or job burnout etc. (Jackson & Maslach, 1982; Netemeyer et al., 1996). Depression, apathy, tension, irritability, fatigue, and anxiety are all indicators of strain-based conflict (Brief, Schuler, & Van Sell, 1981; Greenhaus et al., 2000; Ivancevich & Mattleson, 1980). According to Greenhaus and Beutell (1985), strain associated with one role make it difficult to conform to the expectations of the other role. For example, employee who is under stress because of work related matters cannot concentrate to be an affectionate partner or parent (Greenhaus et al., 2000). In case of extended family demands a person already under stress from work domain may experience greater form of conflict. Therefore no matter whether the conflict is originated in home or family domain it may spill over from one domain to the other thus creating family to work or work to family conflict.

Greenhaus and Buetall (1985) defined third form of conflict as *behavior-based conflict*, in which certain role related behaviors at work may be at odds with the role expectations of family or vice versa. For example, a manager is expected to be tough with his subordinates in order for the work to be done but is expected to be warm and nurturing as a father or spouse. Therefore behavioral expectations regarding each role may be the reason for conflict. The research on behavior based conflict warrant for more clarity regarding the meaning of the term itself. Also, it is suggested by Carlson,

Kacmar, and Williams (2000) to look for unique outcomes for each of the dimension as well as type of Work Family Conflict mentioned above.

Research exploring different forms of conflict and various outcomes is generally limited. In measuring the construct of work family conflict duality of *direction* (e.g., Netemeyer, Boles, & McMurrin, 1996) for work and family roles as well as different *forms* (e.g., Stephens & Sommer, 1996) of work role conflict was achieved in distinct studies through specific instruments (as cited in Carlson et al., 2000). The only model that addresses the multidimensional nature of the construct is by Carlson et al. (2000) that is discussed in detail in the subsequent paragraphs.

In a longitudinal study Kelloway, Gottlieb, and Barham (1999) studied the relation between time and strain based types of work-interference-with family and family-interference-with work on turnover intention and stress. The results indicated that intention to turnover as well as stress is only predicted by strain-based family-interference-with work. Time-based Family-Interference-with work predicted stress but time-based and strain-based work-interference-with family were not found to be related with experiences of stress or intention to quit. The study also validated four distinct direction/types of work to family and family to work conflict.

Theoretical Background of Research in Work Family Conflict

Past research on work family conflict has been dominated by role theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). With more research in the field certain other theories have also emerged. Some of the important theories that have helped researchers build their understanding in this regard are discussed below.

Role theory. Katz and Kahn (1978) describe roles as the building block of social systems. Roles are helpful for individuals and organizations as they clarify what behaviours are expected. According to role theory, individual's well-being is greatly affected by conflicting expectation associated with each role that they perform. According to the role theory then work family conflict is taken as a stressor that have detrimental effects in the form of various strain related outcomes. The focus of role theory is thus on the roles that are socially played by an individual in case of work family research both at work and family front. Conflict arises when performance in one role gets affected by virtue of performing a completely different role.

The theory also highlights that appropriate control over the resources one has (e.g., satisfactory control over one's job and work hours), will determine the likelihood of an individual experiencing greater or lesser work-family conflict (Friedman & Greenhaus, 2000). A study by Edwards and Rothbard (2005) found out that as work expectations and job involvement increases so does work family conflict. Role theory proposes that organizations (e.g., work or family) may be viewed as a role system where the relationships between people are maintained by expectations that have been developed by roles (Kahn et al., 1964). For example, in the case of an employee-employer relationship, the role sender (employer) has expectations that his or her employees will work late. When the employee does stay late the employer displays behaviours such as allowing special privileges to the focal person (employee), which will then affect later behaviours. Thus, the role expectations are the basis for future sent roles as the process progresses in a continuous cycle. When expectations between roles differ, problems at work or at home may surface.

Boundary/border theory. Boundary theory (Ashforth, Kreiner, & Fugate; Nippert-Eng, as cited in Belavia & Frone, 2005) and border theory (Clark; Michaelson & Johnson, as cited in Belavia & Frone, 2005) explains the flexibility and permeability of boundaries between individual home and work domain will affect the level of integration, and conflict amongst these spheres. Flexibility is basically a degree to which people can perform their roles outside of typical spatial and temporal boundaries of a particular domain e.g. if an employee is allowed to work on hours of his/her choice then he has flexible work boundaries/borders. Permeability on the other hand refers to the degree to which elements from other domains may enter into domain of one's work or home. In other words how easy it is for people, thoughts or materials to enter from one domain to another e.g., how frequent an employee attend to phone calls from one supervisor or work colleague during his vacation or after office hrs. When permeability and flexibility between boundaries is higher and transition between boundaries is easier conflict is higher and when the boundaries allows less of permeability or flexibility; transition may be more but conflict is lesser. It is also important to notice that despite the flexibility in boundaries boundary or border crossing is mostly under an individual's control

Ecological system theory. This theory explains human development as life long process, which can be understood by examining the interaction between individual's characteristics and those of the environment. The environment is thus divided in a hierarchy of four systems; the micro system, the meso-system, the exo-system and the macro system. Voydanoff's (2002) has applied the theory to work-family research. According to the theory the system most close to the individual is

micro-system that involves pattern of activities, roles and interpersonal relations. The most relevant micro-system for work family research is home and family. Based on permeability of boundaries concept, ecological systems theory proposes that the work as well as family micro-system interact and influence each other through boundaries that allow role transactions therefore creating work-family meso-system. The ecological perspective theorizes that this interaction may be beneficial or detrimental for the individual based on facilitation or conflict created as a result of role related interaction. This relationship is seen as bidirectional; that is, work affects family and family affects work. Thus work, family, and individual characteristics are seen to have direct effects on work, family, and individual outcomes and as direct effects on the perception of work family conflict and facilitation. Gender of an individual is seen as casting additional pressures as perception of conflict at home or work and its relationship with various outcomes is different for men and women (as cited in Hill , 2005).

Spillover theory. In explaining work family conflict another influential theory is spillover theory. The theory is based on Pleck's (1977) early notion of asymmetrically permeable boundaries between the life domains of work and family. Fredriksen and Scharlach (2001) stated that spillover theory mainly emphasizes the beneficial or harmful effects of work or family upon each other. It means that attitudinal variables e.g. working for extra hours at job may create tension between family members. "Negative spillover" is a term that explains detrimental consequences related with two spheres i.e., work and family (Googins, 1991).

Negative interference results when work or family related tasks spill into opposite domain e.g bringing office work to home for completion.

Conflict theory. Conflict theory takes conflict as an inevitable phenomenon as work and family spheres both requires different role expectation as well as demands associated with each. The responsibilities attached with performance of roles in each sphere as well as norms and values and individual perceives related to each is also different (Fredriksen & Scharlach, 2001). Therefore, it is hypothesized that any work related role will automatically lead to conflict at home.

Conservation of resource theory. Hobfoll's (1989) *Conservation of Resources theory* that is based on several stress theories, offers insight into why some coping styles are more effective than others in reducing stress e.g. stress related to work family conflict. A central component of Hobfoll's (1989) model is that individuals seek to maintain, protect, and acquire resources. In conditions of stress individual is already low on resource gain at one end , he/she will try to maintain or gain its resources from wherever possible. If individuals are able to effectively utilize or gain resources, they are less likely to experience strain following a stressful event. Conversely, individuals who are unable to gain resources are particularly vulnerable to stress (Hobfoll, 1989). For example, when applied to work and/or family stressors, by focusing on potential gains rather than loses, the individual is expected to protect valuable resources, thereby reducing the resultant strain thereby, reducing *perceptions* of work family conflict, if the stressors are perceived as manageable (Rotondo, Carlson, & Joel, 2003).

Conservation of resource theory is used to study coping strategies that individuals use to reduce work family conflict. Lapierre and Allen (2006) found that it is important to use spousal as well as supervisor social support as a resource along with problem-focused problem solving in reducing Work Family Conflict.

The theories stated above emphasizes different aspects of work as well as family that enable a worker to face work-family conflict at work and home. In discussing the contribution of each theory in understanding work family conflict; spillover theory along with conflict theory stress upon the physical aspects of work that can cause conflict. Role theory on the other hand talks about differential role expectations that affect individuals negatively. Conflict theory addresses issues related to inevitable clashes that arise as a result of performance in each of the work and home roles.

Taken together each of the above discussed theory stresses upon the differences that are result of combining home and family roles. Ecological and boundary/border theories address individual control over interactions between domains of home and life and most of the research involving both theories addresses socio-demographic factors that affect conflict in different roles. Conservation of resource model, on the other hand, directly addresses the role of social support in reducing stress for an individual. The detrimental outcomes discussed in these theories by combining work and home roles must thus be avoided in such a way that a balance be achieved between these roles. Role theory is especially relevant in this regard because it takes into consideration the individual's perception while acknowledging that their view is affected by their own as well as others' role expectations. This is of special importance in work and family research where

attitudes and behaviours are clearly impacted by societal expectations and is particularly true for a collectivistic culture like that in Pakistan. Thus, the comprehensive nature of role theory makes it a valuable framework to use when studying work and family.

Empirical Models for Work Family Research

Work family conflict as a construct has been studied empirically by several researchers. Each one has tended to propose a model discussing reasons and consequences of Work Family Conflict. Kopelman, Greenhaus, and Connolly (1983) tested the first model of Work Family Conflict by proposing that work and family characteristics affects work family conflict which in turn affects job and family satisfaction, which then affects overall life satisfaction. It was also hypothesized that work characteristics directly affect job satisfaction and family characteristics directly affects family satisfaction. The limitation of the model was in its general description of the construct work family conflict which lead the subsequent researches to reach to inconclusive findings.

Kopelman et al. (1983) model was further tested by Bedeian, Burke, and Moffett (1988) who assessed variety of outcome variables although they studied work family conflict in a general way. The model they proposed suggested that work-family conflict is predicted by parental demands as well as work role stress. They also suggested that work family conflict lead to certain outcomes variables i.e. job satisfaction, family satisfaction, life satisfaction and marital satisfaction. In a study a significant correlation was found for work to family conflict and satisfaction in

marital role. (Bedeian et al., 1988). The other significant correlation was between family satisfaction and work related role stress and job satisfaction. Parental demands were not significantly related to work-family conflict as well as job, life and marital satisfaction. Job and life satisfaction along with role stress were not found to be directly correlated with work family conflict (as cited in Esson, 2004).

The model proposed by Frone et al. (1992), is a highly researched model as it takes into account distinction between work-interference-with family and family-interference-with work each leading to distinct set of outcomes. Frone et al. proposed that work to family conflict is a mediator between work related antecedents and family discontent whereas family to work conflict mediated the relation between family characteristics and work distress. A reciprocal relation between work and family domain was allowed in the model. The model initially only focused on stress related outcomes thereby ignoring work or non-work related outcomes that may have been caused because of conflict associated with work or family domain

Frone et al. (1997) revised and retested the model to address problems related to their original model. They added more work and family related antecedents in their new model. The original contribution of the model is in distinguishing proximal and distal predictors of work family conflict. Model when tested found the relation between work and family related antecedents and outcomes. The hypothesized paths in the model revealed important findings. It was found out that family performance (i.e., acting out roles in family domain) is affected by increased levels of work family conflict. The authors tested the relation between work to family and family to work conflict with work-related, non-work related, and stress related outcomes. The

researchers concluded that family to work conflict leads to work related and work to family conflict results in family related outcomes.

Netemeyer, Brashear-Alejandro, and Boles (2004) also studied outcomes related to both dimensions of work family conflict and work role related ambiguity as well as conflict and turnover intention. It was hypothesized that job stress as well as job satisfaction acted as mediator variables in intention to quit. The researchers tested their model using three different samples. The difference of fit for each of the three groups was obtained. Also, work-family conflict for all the three groups predicted job stress. The results seem to again suggest the existence of proximal and distal consequences of work-family conflict (as cited in Esson, 2004).

All of the models stated above discussed both the antecedents and consequences of work-family conflict. A very comprehensive model of work family conflict is proposed by Carlson et al. (2000). It tested work and family conflict, antecedents as well as outcomes associated with each of direction and type of work family conflict. According to this model, antecedents of work as well as family conflict had distinct outcomes. It was also found that these outcomes are domain specific. For example, ambiguous expectations related to work role create work-family conflict while unclear family roles predict family-work conflict. Carlson et al. (2000) based on Frone et al. (1992, 1997) work hypothesized that the level of work to family conflict will predict family satisfaction, and job satisfaction is predicted by family to work conflict. The model treated job as well as family satisfaction leading to overall life satisfaction, thus taking domain specific satisfaction variables related with domain unspecific life satisfaction. The model when tested fitted the data well. The only insignificant path found was for family to work conflict and job satisfaction. The

strength of the model lies in development of six dimensional model of work family conflict that is the only comprehensively tested and validated model in the area of work family research. The limitation of the model is again in the presumption that both spheres of life lead to opposite domain outcomes and not to same domain consequences.

Outcomes of Work Family Conflict

Work family Conflict as suggested by literature review leads to numerous individual as well as organizational level outcomes. Empirical testing in the field of Work Family Conflict by several authors (Adams, King, & King, 1996; Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Moore, 2000; Netemeyer et al., 1996; O'Driscoll et al., 1992) has revealed that the primary effects of work-family conflict lie in the domain where conflict originated. The rationale behind this logic is the basic attributional process according to which people will find reasons for conflict in the domain from which conflict originates and therefore may experience consequences in the same domain while trying to deal with results of such a situation e.g. if one's work load is the reason for spending little time with family a person is bound to feel resentment and anger towards his/her organization or supervisor. Effects on outcome in the same domain are known as direct effects and those in cross domain as indirect effects. The latter occur less strongly than same domain effects. However, certain other researchers suggest cross domain effects in a way that work to family interference affects outcomes in family domain and family to work interference affects outcomes in work domain, or where both work-interference-with family

conflict and family-interference-with work conflict relate to work-related outcomes (Frone et al., 1992, 1997; Parasuraman et al., 1996).

Although model testing by Frone et al. (1997) and Carlson et al. (2000) emphasize the role of indirect or cross domain effects of directions of work role conflict recently several researchers, have found that work-family conflict indeed have same domain outcomes (Allen, Herst, Bruck, & Sutton, 2000; Amstad et al., 2011). According to the meta analysis by Amstad et al. (2011) it was found that work-interference-with family is more strongly associated with work related rather than family related outcomes and family-interference-with work results more in non-work related outcomes as compared to work related ones. The researchers assert that while directions of Work Family Conflict have both cross as well as matching domain effects, same domain effects are stronger than cross domain effects. The idea behind this explanation is that the influence of work and family domain is reciprocal and not uni-dimensional (Demeroutr & Geurts, 2004).

In their meta analytic review of consequences of work family conflict, Allen et al. (2000) have divided the outcomes in three distinct but related groups that are related to work, to non-work domain and related to stress. Furthermore, in a recent meta-analysis, Amstad et al. (2011) have presented us with an outcome divide in terms of work related, family related and domain unspecific outcomes of work family conflict. It is also noted that family related outcomes are treated synonymously with non-work related ones, however life satisfaction is included in domain unspecific outcomes by the author. For the present research only the first two categories of the outcomes given by Allen et al. (2000) will be discussed briefly.

Work related outcomes. Outcomes related to work such as job satisfaction, commitment, performance, turnover intentions, etc. have been extensively investigated in work family literature. For instance, according to meta-analytic reviews, increased work/family conflict is related to low level of job satisfaction, organizational commitment, job performance, as well as high levels of turnover intention, and burnout (Allen et al., 2000; Kossek & Ozeki, 1998). It has also been found that increase in work family conflict leads to numerous health related outcomes including physical as well as mental distress (Allen et.al., 2000; Frone, 2000; Frone et al., 1997; Thomas & Ganster, 1995). The outcome variables that have been consistently considered important in work family research are Job Satisfaction, Turnover Intention, Marital Satisfaction and Life Satisfaction and thus will be discussed in more detail (Allen et al., 2000).

Job satisfaction. Amongst the outcome variables most studied is Job satisfaction. Although the results of researches studying relation of work family conflict and job satisfaction is not consistent, studies so far has found that with increase in work family conflict, job satisfaction decreases. Job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall, as well as about various specific aspects of their jobs (Locke, 1976).

Numerous researchers have found Job Satisfaction to be an important outcome variable of work family conflict. Work family conflict has been found to be related with general job satisfaction in studies that have used different sample groups e.g. business executives, health professionals, black as well as white population working mothers with children, father with young children, police recruits, health

professionals, retail employees, nurses and engineers, teachers, dual career employees, full time and part time employees etc. (Adams & Jex 1999; Adams et al., 1996; Anderson, Kulman, & Paludi, 1986; Burke, 1988; Cooke & Rousseau, 1984; Duxbury, Higgins & Lee, 1994; Good, Sister, & Gentry, 1988; Katz & Piotrkowski, 1983; Thomas & Ganster, 1995).

Netemeyer et al. (1996) in their study tested the relationship of work family conflict with job satisfaction with three distinct samples. It was found that work family conflict is significantly related with job satisfaction (as cited in Allen et al., 2000). Studies conducted with non US sample have also found significant results. Aryee (1992) separated work family conflict into three types (job-parent, job-spouse and job-homemaker) for employed women from Singapore and found that all three types of work family conflict were related to global job satisfaction. Ahmad (1996) also shared similar findings for a Malaysian sample. The results depicted a significant correlation between work family conflict and satisfaction outcomes including job and life satisfaction; although directions of conflict were not studied.

Noor (2004) found a low but significant relation between both forms of work family conflict i.e., work-interference-with family and Family-Interference-with work and job satisfaction in Malaysian working women. There are also researchers who have found no relationship between job satisfaction and work family conflict for other diverse samples (Wiley, 1987; Lyness & Thompson, 1997; Thompson & Blau, 1993, Aryee, Fields, & Luk, 1999). O'Driscoll, Ilgen, and Hildreth (1992) in a study found work to family conflict is not related to job satisfaction. A local study by Naz, Gull, and Anis-ul-Haque (2011) reported a negatively significant relation between work

family conflict, life and job satisfaction but the study did not address various types of work family conflict in Pakistan.

Turnover intention. There is evidence that both work-family and family-work conflicts result in turnover intentions. Netemeyer et al. (1996) found that both work to family conflict and family to work conflict correlated with turnover intentions. As the conservation of resource theory suggests, individuals may think of leaving their current organization, once they find that they are no longer capable of coping with problems arising from conflicts between work (family) and family (work) domains (Karatepe & Kilic, 2007). Thus, they may have an opportunity to eliminate the drainage of their resources by displaying turnover intentions (Grandey & Cropanzano, 1999). Numerous studies have found work family conflict to be related to turnover intention.

Haar (2004) found that both directions of conflict between work and family roles increased government employees' turnover intentions in New Zealand. Karatepe and Sokmen (2006) reported that conflicts in the work-family interface amplified frontline employees' intention to leave the organization in the Turkish hotel industry. Karatepe and Baddar also found similar results in the Jordanian hotel industry (as cited in Karatepi et al., 2008). Although the study by Karatepi et al. (2008) did not find support for work-interference-with family conflict and turnover intention, the relation between family-interference-with work conflict and turnover intention was found to be significant.

Wang, Lawler, Walumbwa, and Shi (2004) studied the buffering effect of role of individualism and collectivism on the relationship between work family conflict

and turnover intention in American and Chinese employees. Results did not support the formulated hypothesis. Although, work to family conflict related significantly for individualistic employees, and lead to intentions to quit jobs, and family to work conflict for collectivistic employees, resulting in turnover intention. It was suggested by the authors that collectivistic individuals tend to fulfill their family responsibilities even if it interferes with their work life. However, the responsibility of taking care of family may create a dilemma and intensify the need to leave the job for a more flexible and family friendly work environment.

A study in a Pakistani context exploring predictors of commitment and turnover intention reported role ambiguity, work family conflict and role conflict as showing 50% variance in turnover intention among medical representatives (Ali & Baloch, 2009).

Non-work related outcomes. Variables studied in this category are those primarily associated with non-work aspects of life. Hence studies have found that higher levels of work/family conflict are related to lower levels of life satisfaction, marital satisfaction and family satisfaction, and increased family distress (Allen et al., 2000).

Life satisfaction. Life satisfaction as an outcome variable is most often studied in non-work domain of work family conflict. Life Satisfaction generally refers to beliefs of general well-being. Researchers have also suggested that both affective reactions and cognitive appraisals of work attitudes may spill over to life well-being (Zhaoa, Qub, & Ghiselli, 2011).

The findings of Duxbury and Higgins (1991) and Higgins and Duxbury (1992) found work family conflict to be moderately related to life satisfaction. Aryee (1992) in a study found life satisfaction to be related with all types of work family conflict including, job-spouse, job-parent and job-homemaker. In a sample of Japanese working mothers work family conflict was found to be a mediator between parental demands and life strain (Matsui, Ohsawa, & Onglatco, 1995). Adams et al. (1996) found significant negative relationship between two types of work family conflict to be related to life satisfaction. Malaysian working men and women who were dual earners experienced low satisfaction with life as a result of higher work family conflict. It was also found that women faced more pressure to choose amongst work and family responsibilities as compare to men in the same sample. (Ahmad, 1996; Komarraju, 2002). In a meta-analytic study conducted by Kossek and Ozeki (1998) results indicated that higher levels of work family conflict are associated with general life satisfaction. Netmeyer et al. (1996) as well as Allen et al. (2000) discovered a significant negative relation between work family conflict and life satisfaction. Aryee et al. (1999) tested Frone et al.'s (1992) model of work-family conflict in Asian societies. It was found out that antecedent's e.g. job related stress or satisfaction and family related stress or satisfaction significantly relate with well being of an employee for Chinese population. The cultural difference found was primarily related to centrality of family in Asian societies as work to family conflict is related with life satisfaction for Hong Kong sample and family to work conflict was found to be related with life satisfaction for American employees.

There are still studies that do not support the relationship of work family conflict with life satisfaction. Researchers have found a nonsignificant relationship

between work family conflict and life satisfaction (Cooke and Rousseau, 1984; Greenhaus & Beutell, 1982; Karatepe & Baddar, 2006). Significant positive correlation was obtained by Bedian et al. (1988) for work family conflict and life satisfaction.

Marital satisfaction. Several studies have focused on relationship of marital satisfaction as work family conflict outcome with somewhat mixed results. Marital satisfaction is defined as a general evaluation by an individual of a person's relationship in a matrimonial bond. According to role strain and spill over theory (as already discussed) married individuals face multiple role demands that may include demands related to the role of a parent, spouse, taking care of household chores as well as taking care of elderly which ultimately create strain and resulting emotions may spill over from one domain role to another (Perrone & Worthington, 2001).

Increased levels of work family conflict were found to be negatively correlated with marital satisfaction (Barling 1986; Bearry, 1996; Bedeian et al., 1989; Schet & Barling, 1986).). Research has discussed that along with other outcome variables such as psychological strain, reduced job satisfaction, lessened family satisfaction; marital satisfaction has found to be low as a result of increased work interference-with family (Kalliath, Kalliath, & Singh, 2011). Coverman (1989) found that higher Work Family Conflict was related to lower marital satisfaction for men but not for women. In contrast, two studies revealed significant relationships for women but not for men (Kinnunen & Mauno, 1998; Matthews, Conger, & Wickrama, 1996).

Kinnunen, Geurts, and Mauno (2004) reported significant gender difference in relation between work family conflict and marital satisfaction where women

experience higher dissatisfaction as a result of work family conflict. There are several psychosocial indicators of marital quality, including enriching job, a supportive supervisor, and low job insecurity (Hughes, Galinsky, & Morris., 1992). Aryee (1992) found amongst the types of work family conflict only job-home maker conflict did not significantly predicted marital satisfaction whereas, job-spouse and job-parent conflicts were related to marital satisfaction. In this study various types of roles e.g., work role, homemaker role, role of a spouse and role of a parent were assessed. In a study by Netemeyer et al. (1996) inconsistent results regarding the relation between work family conflict and marital satisfaction were obtained for two different samples. It was found to be related to marital satisfaction among educators but not in case of business owners. Wong and Goodwin (2009) concluded from a research study studying dual career couples that dual-career marriages and work-family conflict can be enriching by having have a positive effect on marital satisfaction as it relieves some of the financial burdens and stress that are caused by only one spouse holding a full-time job. Coping style as well as spousal support were considered as mediators in effecting inverse relation between work family conflict and marital quality (Burley, 1995; Perrone & Worthington, 2001).

Aycan and Eskin (2005) found that in Turkey work-interference-with family, was related with decreased psychological well-being, lower satisfaction with performance in parental role and lower marital satisfaction. The reason may be that since the family has a central importance in lives of paternalistic cultures like those in Turkey, the possibility of harming the family due to work responsibilities might be more distressing as compare to intrusion in work because of family responsibilities.

The inconsistency in results related to satisfaction variables (job, life, and marital satisfaction as well as turnover intention) may be attributed to two arguments. First, an individual may possibly spend more time at work because of family related problems consequently increasing dissatisfaction. Secondly, variables like stress related to job and life, importance of work or family role individual characteristics etc. may arbitrate the relation between work family conflict and job, life and marital satisfaction respectively.

The third explanation can also be drawn from the models of Carlson et al. (2000) and Netmeyer et al. (2004) that suggested the presence of proximal as well as distal consequences for each unique direction (work-interference-with family and Family-Interference-with work) and type (strain, time and behavior) of work family conflict. The results of the study by Carlson et al. (2000) suggested differential outcomes (job, life and family satisfaction and organizational commitment) for types of work-interference-with family and family-interference-with work (strain, time and behavior based conflict). Strain and behavior based work-interference-with family predicted family and life satisfaction but not job satisfaction and commitment (although authors do not propose same domain outcomes). The three forms of family-interference-with work were also separately correlated with outcomes variables e.g strain based family-interference-with work was related to job, family and life satisfaction and behavior based with job commitment. The rest of the relations were not found to be significant. It is also important to discuss the divergence in operationalization and measurement of the construct itself (Allen et al., 2000).

Moderating Role of Gender and Social Support

Two potential moderator variables that have received attention in work family literature are gender and social support. According to “gender role” hypothesis (Gutek et al., 1991) levels of work to family interference will be greater for men than for women, whereas family to work interference will be greater for women than for men. It is also expected that family related characteristics (such as the number and ages of children) will have more impact on Family Work Interference for women than for men, whereas related characteristics (e.g., job demands) will impose more upon men’s levels of Work Family Interference. The reason for such differences can also be drawn from spillover theory of Pleck (1977), according to which permeability of boundaries will allow more spillover from the work domain to the family for women than for men.

Gender. Research on gender differences in work-family conflict is non-conclusive but generally it is assumed that the conflict situation will be different for working men and women. Some researchers proposed gender differences (Duxbury, Higgins, & Lee, 1994) while others did not find any difference (Eagle, Miles, & Icenogle, 1997). In terms of gender, no differences were found in over all work family conflict construct in Pakistani researches. (Ansari, 2011; Muqtadir & Waqar, 2012).

The traditional line of research has found support for the assumption that women will experience more family-interference with work Conflict as roles from the family domain will interfere with roles from the work domain for them more frequently and men will experience more Work Family Conflict as roles from work

domain will interfere with family roles more so. Literature in the field of work family suggests two hypotheses concerning gender differences with reference to domain specific conflict: domain flexibility and domain salience.

According to the domain flexibility hypothesis, researchers tend to explain no gender differences in over all experiences of Work Family Conflict as the work domain is a greater source of conflict than the family domain for both women and men. Evans and Bartolome (1984) argued that working individuals may find it hard to accept interference in work domain because of low level of flexibility available to them in work domain. Therefore, work affects family life more than the opposite for both the genders.

According to domain salience hypothesis, individuals vary in respect of value they attach to work or family roles (Voydanoff, 2002). Domain salience hypothesis or also known as role salience hypothesis explains that because of differences in importance that individuals attach to both work and family roles an employee will find the less important role interfering with the most important role (Carlson et al, 2000). Thus, by extending this argument to gender differences found in work family roles the hypothesis predicts that the family domain is a greater source of conflict for women than the work domain and the work domain a greater source of conflict for men than the family domain (Izraeli, 1993). Cooke and Rousseau (1984) claimed that level of conflict experienced is dependent upon the salience an employee attaches to a given role. Therefore, gender becomes significant in this regard as women experience more conflict from the family domain and men from the work domain. It is also established that women tend to experience more work to family as well as family to work conflict because of gender role ideology emphasizing traditional roles to be

played by women alone (Hall, 1972). In researches taking gender as a variable family related pressures including dependence of young children, dual career employees and work related stressors including long working hours (Burke, Weirs, & Duwors, 1980; Coverman & Sheley, 1986; Greenhaus & Kopelman, 1981; Lewis & Cooper, 1988; Voydanoff, 1988) are associated with work family conflict (as cited in Carikci, 2002).

Grzywacz and Marks (2000) are other authors who explain the logic underlying the proposed moderating effect of gender. The research revealed that men and women did not differ in their reported levels of work to family and family to work negative spillover (interference) in United States. The authors then examined the interaction effects of gender, a range of family factors, work characteristics, and individual characteristics. Results revealed that low levels of social support at work were more strongly related to work family interference for women than for men. In contrast, support from the person's partner or spouse was more related to work family interference for men than women. In the same study spouse support was not significantly related to work to family conflict for women. It was though not clear if these results are with specific reference to work-interference-with family or family-interference-with work or strain, time and behavior based conflict. This brings to light several important factors to consider when looking at the moderating effect of gender in work family conflict and various outcomes i.e. direction and type of conflict as well as gender differences.

In line with domain salience hypothesis, work-interference-with family is usually found to be greater for men and family-interference-with work greater for women. Some studies reported men to experience higher level of work-interference-with family and women to experience both directions of conflict more than men

(Yaoping, as cited in Zhang & Liu, 2011). Women experience more of Work and non-work conflict more because of gender appropriate expectations requiring women to spend more time in both paid and unpaid work, being more responsible for child and eldercare, and trying to prove themselves more at work place as well. Rajadhyaksha and Desai (2006) demonstrated that women experience all forms of work-interference-with family as well as family-interference-with work more than men except for time based work-interference-with family. Also the study suggested spousal and paid help support contribute to reduced levels of work family conflict in an Indian culture for women in the absence of institutionalized support system for child and elder care.

It is clear that most of the researchers report gender differences in experiences of work family conflict. Some of these researchers have found women to experience more work family conflict than men (Cinnamon & Rich, 2002). However, others have found women to report more of both forms i.e., work family conflict, family work conflict (Williams & Alliger, 1994). Behson (2002) has noted that women experience more of Family Work Conflict than men.

The research on six dimensional model of work family conflict i.e., work-interference-with family as well as family-interference-with work and three types associated with each direction strain, time and behavior based conflict, as illustrated by Carlson et al. (2000) has found women to experience high levels of strain-based work to family conflict (also noted by Wallace, 1999) as well as higher level of strain based and time based family to work conflict, though no gender differences were found in time based work to family conflict. A study by Thompson and Cavallaro, (2007) examined two potential mediating mechanisms, emotional exhaustion and

work-interference-with family for social support. Gender was tested as a moderator of the relationships between work support, emotional exhaustion, work-interference-with family, and family environment (family cohesion, family conflict). Results indicated that women reported higher levels of co-worker support than men, and support from supervisors predicted work-interference-with family only for women. Gender did not moderate the work support, family environment relationship.

Social support. In order to understand what helps alleviate work family conflict social support was taken as another moderating variable. Conservation of resource theory stress upon the role support resources can play in alleviating conflict. In what follows, various sources of perceived social support and their relation with work family Conflict will be discussed in detail.

Social Support is the mutual involvement of exchange of resources amongst individuals with the aim of helping the one affected with conflict. Hobfoll and Stokes (1988, p.499) define social support as “social interactions or relationships that provide individuals with actual assistance or with a feeling of attachment to a person or group that is perceived as caring or loving.”

According to typology proposed by House (1981), the support provided can be emotional (provision of care, empathy, trust, etc.), instrumental (provision of money, time & energy), appraisal (provision of information related to self assessment), and informational (provision of advise, information, & suggestion). Wills and Shinar (2000), make a distinction between perceived and received social support. Perceived support refers to the perception of individual of having supportive relation whereas, received support refers to actual reception of support. It is also established by the

authors that each type of support i.e. received vs. perceived leads to distinct outcomes. It was also found out that perceived social support has more significance in relation to health behavior as opposed to received social support because if support is not perceived at the first place it loses its utility (Cohen & Wills, 1985).

Psychologists have mostly focused on two main effects of social support in understanding the relation between social support and human interactions: the “direct” and the “buffering”. Direct effect as also known as main effect of social support assumes that regardless if an individual is experiencing stress support has its beneficial effects. On the other hand “stress buffering model,” put forward that in case of stressful life situation support buffers the negative effects of stress and hence contribute in maintaining psychological well-being (Cohen & Wills, 1985).

Direct effect model has gained popularity in support literature although most of the studies conducted are correlational in this regard. Blau (1981) found a direct significant relation between supervisor as well as coworker social support and job satisfaction. Abdul-Halim (1982) found buffering effects of social support and job stress.

The buffering hypothesis, on the other hand, has received mixed support in studies to date, but those studies were statistically sounder and used multiple measures. In addition to the studies that to some extent support buffering effects, other investigations do not (Blau, 1981; Lin, Simeone, Ensel, & Kuo, 1979; Turner, 1981). It was suggested that social support appears to exacerbate the effects of stressor on strain. For example, Bheer, King, and King (1990) noted that work group support tended to increase the impact of the role ambiguity on job dissatisfaction. Similar opposite buffering findings were reported by Abdul-Halim (1982), as well as

by Kobasa and Puccetti (1983). Caplan et al. (1975) found different sources of support e.g. from supervisors, subordinates, and co-workers to be negatively related to many perceived job related stressors as well as with poor physical/health. The results of the research were consistent with a two year longitudinal study by Cobb and Rose (1973) and Gore (1981), which found that social support buffered industrial workers against many deleterious effects of job loss on health.

Sources of social support. Support can be from different sources and may take different forms According to Hobfall (1988), all resources are finite and can be consumed, but the use of social support as a resource comes at a cost which may or may not be harmful to the affectee. Two of the major sources of social support are the organization (including supervisor, coworker and administration) and the family (including spouse, friends and family in general). Both sources of social support can provide emotional support and/or instrumental support (Adams et al., 1996). The perceived direction of work-family conflict may be influenced by the support of their family and/or the support of the organization. In a meta analytic review, Michel, Mitchelson, Pichler, and Cullen (2010) assert that work family specific organizational and supervisor support is more beneficial in reducing work family conflict.

Literature for domain specific effects of social support is abundant and support that support coming from a particular domain may reduce the conflict originating due to role stressors in it. In discussing domain specific effect of support impact of work-based supportive relationships has been separated from the impact of personal supportive relationships; the first has been linked to work outcomes and the latter to family outcomes.

Most of the studies have taken spousal or supervisor support as an effective moderator in this regard. Thus spousal support reduces family-to-work conflict, whereas supervisor's or a colleagues' support reduces work-to-family conflict (Bellavia & Frone, 2005). In relation to this cross-domain effect of support resources have also been found but the strength of relation is weak as compare to same domain effects of support (Van Dallen, Willemsen, & Sanders, 2006).

Work family conflict and sources of social support. In studying work family conflict and the moderating effects of social support and work family conflict (work-interference-with family and family-interference-with work) mostly three forms of the social support from work and non-work domain have been considered: support from family and spouse, support from supervisor and co-workers and over all support from organization. Work related social support e.g., from one's supervisor or co-worker is more strongly associated with Work Family Interference and family support e.g. from one's spouse correlates more strongly with Family Work Interference (Poelman, O'Driscoll, & Beham, 2005). Aryee et al. (1999) studied buffering effects of social support of spouse in a sample of Hong Kong Chinese men and women. The results showed reduced Work Family Interference but no direct effect was found for Family Work Interference. Matsui, Ohsawa, and Onglatco (1995) also found that for a Japanese sample social support from husbands served as a buffer between parental overload and Family Work Interference. Though their study did not explain the contribution of work demands to work family conflict variables. Fu and Shaffer (2001) conducted a study on a Hong Kong sample to explore the role of social support in relation with domain specific demands and inter role conflict. The study

investigated support received from supervisor and co-workers as well as support received from partner/spouse. The results found nonsignificant moderating role of spousal support on family-interference-with work. Social support by the colleagues also failed to appear as a moderator in buffering effects of work-interference-with family. Instead support by one's supervisor acted as a buffer for work role in work-interference-with family. Jansen, Kant, Kristensen, and Nijhuis (2003) also reported for a Netherland sample that social support by both coworker and supervisors moderates the relation between work demands and Work Family Conflict especially for men, though the study did not differentiate between direction of conflict. While investigating moderating effects of social support, factors other than sources of support must be considered as they might influence the interpretation of results. Certain variables e.g., targets of support, the strain outcomes under investigation, salience of support for an individual as well as length of time for which the support was provided may affect the findings. Lepore, Evans, and Schneider (1991) found out that buffering effects of support may erode with the passage of time and may turn the moderating influence of social support into a mediating effect.

Research in this domain has also hypothesized that in order to obtain a significant moderator effect there needs to be a match between the stressor and source of social support to obtain a significant buffer effect. For example, spousal support seems to play its part in reducing those work related demands that are from non work domain such as longer working hours but not for work stressor such as work overload or lack of autonomy at work for females (Noor, 2002). For organizational social support, it was suggested that the key variable in the process is the individual's perception of the organization as being supportive of work family balance, but

organizational policies and practices per se bore little relationship to levels of work family conflict or well being. This perception would appear to be enhanced when the individuals has supportive supervisors and managers (O'Driscoll et al., as cited in Poelman, 2005). Lori and Bradley (2007) in their study examine the impact of social support on work–family conflict and work–family enrichment where work family enrichment refers to positive effect of participation in one role over other. Results showed that social support, especially from work sources, reduced the level of work-interference-with family, one direction of work–family conflict. In addition, it was found that all non family sources of social support related positively with work enrichment of family and all sources of social support, except that is received from a supervisor, positively correlated with family enrichment of work.

Generally support seems to reduce both dimensions of work family conflict but Elliott (2003) found social support to be differentially affective in reducing work or family related conflict for working men and women. Furthermore, spousal support buffered the relation between stressful life conditions and various outcomes for women but not for men (Elliott, 2003). No gender differences regarding the effect of support from colleagues were found. In another study exploring gender differences Perrewe and Carlson (2002) found support from family to lower family interfering work conflict for women than for men again no gender differences were found for supervisor or colleague support and work-interference-with family. For the present research, social support from the both home (i.e., spouse, friend and family) as well as work domain (i.e., supervisor administration and colleagues) was taken to study the effects of social support in moderating the relation between of dimensions and types of work family conflict and outcome variables. Adams et al. (1996) in a study found

that family-based social support was negatively associated with Family-Interference-with work, a dimension of work-family conflict.

Work related sources of social support. Perceptions of organizational and supervisory support have been linked to lower levels of work-family conflict, depression, burnout, intentions to quit and absenteeism, and higher levels of commitment, organizational citizenship behaviour, and job satisfaction (Allen, 2001). Workplace social support focuses on collaborative problem solving and sharing information, reappraising situations and obtaining advice from a variety of personnel such as colleagues, supervisors and managers (i.e. sources of social support. Social exchange theory (Blau, 1964) has been used as a framework to help understand how organizational support affects the relationship between the employee and organization (Casper, Martin, Buffardi, & Erdwins, 2002). An employee who feels that he or she receives support from his/her organization may feel like the gesture should be reciprocated (Eisenberger, Huntington, Hutchison, & Sowa., 1986). Support at organizational level might be demonstrated through tangible benefits (e.g., pay, benefits, and awards) or it could be shown even more through intangible sources e.g., culture, or supportive supervisor (Thomas & Ganster, 1995) or perceptions of a work-family friendly environment (Allen, 2001).

One of the most proximal forms of organizational support is supervisor support. Supervisors are seen as agents of the organization, having responsibility for directing and evaluating subordinates' performance and employees view their supervisor's favorable or unfavorable orientation towards them as indicative of the organization's support (Rhoades & Eisenberger, 2002). Indeed, studies have shown

that organizational support from a supervisor is more influential than support from other organizational entities (e.g., coworkers, organization as a whole; Leather, Lawrence, Beale, Cox, & Dickson, 1998). Employees who have supportive supervisors have lower levels of work-family conflict (Goff, Mount, & Jamisson, 1990; Frone et al., 1997), lower rates of depression (Thomas & Ganster, 1995) and lower incidences of role strain and other health symptoms (Greenberg, 1990). Supervisor social support, in particular, has been identified as alleviating the negative consequences of occupational stress across a variety of job contexts. For example, Schirmer and Lopez (2001) investigated the effects of supervisor support on occupational stress in a sample of university employees. Their results indicated that the perception of support from supervisors significantly reduced reported levels of psychological strain.

Allen (2001) looked at the process through which supervisor support decreases work-family conflict. She found that perceptions of organizational family supportiveness mediated the relationship between supervisor support and work-family conflict. In particular, supervisory supportiveness appeared to affect the extent to which employees perceived the organization as supportive of family needs, which in turn reduced the level of work-family conflict experienced by the employees. Thus, supervisors play a key role in determining whether or not employees are able to use work-life policies, and their willingness to be supportive influences employees' attitudes about their jobs and employer. In discussing the role of supervisors Tatlah and Quershi (2010) found people oriented leaders to mediate the relation between work commitments/family obligation and work family conflict, in a Pakistani sample.

Support from other sources including supportive colleagues has been part of recent investigations (Brough & Pears, 2005) that previously has been ill focused in support literature.

Research demonstrates the positive associations between social support and satisfaction (Carlson & Perrewe, 1999) and more specifically, co-workers and supervisors social support have been found to facilitate employee work satisfaction (Parasuraman, Greenhaus, & Granrose, 1992; Thomas & Ganstar, 1995). Therefore, the beneficial effects of social support in the work domain are often associated with lower work-interference-with family conflict and greater work satisfaction. Mansfield (1992) found that perceived social support from co-workers seemed to be associated with job satisfaction. The study also found that spouses or partners were effective buffers of adverse work conditions as well. A study by Cummins (1990) examined the buffering model of social support with respect to the moderating effect of supervisory support on the relationship between job stress and job dissatisfaction. Results of the study showed that supervisory support acts as a stress buffer only for individuals who are relationship oriented.

Cohen and Wills (1985) suggested that difficulties in demonstrating the moderating effects of workplace support could be due to inadequate definitions of the type of social support being measured. They concluded that most investigations either failed to specify the type of support, or otherwise combined multiple facets into a single composite measure of social support. Therefore, little is known about which component of workplace social support is more effective in alleviating the impact of job stressors.

Non-work sources of social support. Individual other than work setting receive support from life partners, parents, siblings, children, extended family, and friends. Family support is one of the most important moderator of stress strain relation. Family support occurs when family members instrumentally and emotionally help other family members. For example, instrumental support might be assisting with chores, whereas emotional support might be talking about work-related problems. Family support can be defined as how much an individual perceives support from his or her family (Baruch, Brondolo, Ben-Dayana, & Schwartz, 2002).

Research has shown that family support is related to less work-family conflict (Burke, 1988; Frone et al., 1997; Parasuraman, Purohit, Godshalk, & Beutell, 1996). Family, friends, and neighbours may also play significant roles for women who actively juggle the demands of work and home.

Husbands/wives provide support by contributing in a variety of areas, including earnings and personal financial management, home and family responsibilities (Bonney, Kelley, & Levant, 1999), career management and support (Gordon & Whelan, 2004), and interpersonal support. Studies of working couples have found that although household chores and child care duties may not be equally divided, women were generally satisfied with their husband's contributions (Biernat & Wortman, 1991), and spousal support significantly influences job satisfaction and stress (Bures & Henderson, 1995). To balance the many demands of home and work, couples collaborate to attend to all of their obligations (Barnett & Rivers, 1996).

As discussed above, employees who receive ample support from their supervisor and not from their family may interpret the conflict to be Family-Interference-with work. In contrast, the employee may perceive the conflict to

originate from the supervisor if they receive ample support from their family. Yet it is unlikely that an individual will only receive support from one domain. It is more probable that an employee will perceive different levels of family support and different levels of organizational support independently. It shows that individuals who perceive higher levels of family support and lower levels of supervisor support will be more likely to report work-to-family conflict and individuals who perceive higher levels of supervisor support and lower levels of family support will be more likely to report family-to-work conflict. If the individual perceives support equally from both domains (i.e., high support from family and work or low support from family and work) then social support will not affect perceived directionality (Huffmann, 2004).

Measurement of Work Family Conflict

The inconsistencies in results of studies conducted in the field of work and family role conflict has been attributed to ambiguity in operationalization of the construct. There are numerous measures of the construct available ranging from 2 items to 22 items and ranging in alpha reliability from .56 to .95 (Mesmer-Magnus & Viswesvaran, 2005) and thus lead to discrepancies in results. Most of the studies have used single item measures, adapted measures lacking validity or having low reliabilities, and measures having variety in their focus e.g. work family role conflict in social, home and leisure life (Allen et al., 2000). The scales used by various researchers adapted or developed items such that it measured either specific or global work role conflict. In case of specific measures job versus spouse role conflict or job versus homemaker role conflict has been assessed. The more global measures address

issues related to interference of work life with overall home life. Kossek and Ozeki (1998) specially asserted that use of specific measures may lead to differing relationship with outcome variables. The work family conflict has been tested in Pakistan whereby researchers reported alpha reliability evidences of over all work family conflict scale (other than Carlson et al., 2000 measure of work family conflict) but not separate alphas for work interference with family and family interference with work. Also alphas levels on local samples were even not reported in some research studies (Ansari, 2012; Muqtadir & Waqar, 2012; Naz, 2008; Rehman & Waheed, 2012)

In order to address measurement related problems various researchers have developed multidimensional global measures of work family conflict. Stephens and Sommer (1996) scale of work family conflict measure time, strain and behavior based work-interference-with family but not three forms of family-interference with work. Netemeyer et al. (1996) developed a measure to assess two directions of work family conflict namely; work-interference-with family and family-interference-with work but did not measured forms of work family conflict. Finally Carlson et al. (as cited in Allen et al., 2000) developed a validated measure assessing bi-directionality as well as forms of work role conflict. The model allow the researchers to independently assess any of the six dimensions of conflict.

The scales although sophisticatedly developed have many measurement related issues e.g. response options used in scales measuring conflict usually pose vague frequency options like (never to always; agree to disagree) and may not truly measure frequency of conflict (Bellavia & Frone, 2005). Tetrick and Buffardi (2006) consider multidimensional nature of Netmeyer et al. (1996) and Carlson et al. (2000)

appealing as these measures covers multidimensionality of the construct itself keeping in consideration parallel form measurement of direction and types of work to family and family to work conflict. Whereas, it is also believed that such multidimensional measures risk conceptually confounding role related conflict and its antecedents as well as outcomes (Bellavia & Frone, 2005). The authors also seem to indicate that construction of items for strain-based conflict as used by Carlson et al. (2000) are not parallel in that items for work-interference-with family are more emotion based as opposed to items of family-interference-with work that are more cognitive based.

Cultural Framework of Work Family Conflict Research

Culture refers to shared set of values beliefs attitudes among group of individuals. Prior research has linked work family related issues to cultural beliefs, values, and norms (Carlson et al., 2000; Eby et al., 2005; Yang et al., 2000). Researchers mostly emphasized upon cultural differences with respect to individualism/collectivism and differences in relative importance given to work and family roles. Ayman (2005) after extensive review of literature see culture either as main effect or reason for work family conflict. The author further asserts that cultural values may act as moderator in attenuating the effects of work family conflict. Cultures also differ in prioritizing work and family roles. Cultural values are greatly believed to influence work-related employee attitudes and behaviors. Hofstede (1984) work on national culture that has given us five cultural categories; Individualism/collectivism, power distance, masculinity/femininity, uncertainty avoidance, long

term orientation can assist in understanding the link between culture and work-family issues.

Pakistan according to Hofstede (1984), model of National culture is a collectivistic, high on power distance, masculine and high on uncertainty avoidance country. This basically implies that people of Pakistan define themselves as a result of group membership and self is considered as whole rather than separated according to different situations. High on masculinity indicate competitiveness and by force conflict resolution. According to Pakistan score on uncertainty avoidance the country is rated as high on this dimension indicating high desire for rules/norms to be followed, no innovation is appreciated and society is generally intolerant of unorthodox behavior. These findings may affect work family conflict related perceptions greatly as collectivistic, masculine, and uncertainty avoidant society perceive as well as manage work family conflict differently. Shamim and Abbasi (2012) when studied interethnic cultural orientation of managers in Pakistan confirmed Hofstede (1984) findings.

Many features of individualistic versus collectivistic societies serve important function in alleviating or decreasing perceptions related to work family issues. Triandis (1995) suggested that individualistic societies tend to focus more on personal goals where work is perceived as a way to personal self-satisfaction. However, in collectivist Asian societies, people define themselves according to their group membership (e.g., family, company, country), and emphasize goals in group above personal achievements (as cited in Mortazavi, 2009).

Work family boundaries are more blurred in collectivistic societies as compare to societies where individual gains are focused more. Therefore, researchers usually

take individualism and collectivism dichotomy to study differences in perceptions of work family conflict in diverse cultural setting (Yang et al., 2000). The prevalence of Work Family Conflict is also varied for different regions of the world, depending upon the demands of work life as well as the availability of support e.g., for countries going through rapid economic transitions as well as changes in gender role attitudes, the experience of work family conflict will be greater.

Work family conflict gets affected by ways of work demands as well as family demands. In collectivistic cultures, work demands such as after work socializing, avoiding conflicts at work place, competition in career and family demands like taking care of elderly, maintaining harmonious relations with extended families, lifelong parenting) are factors that may affect Work Family Conflict and its related outcomes. Amongst these demands an important source of support in collectivistic cultures is extended family member i.e., grandparents, aunts or extra paid help (nannies, home tutors, cleaning ladies/males). Although the quality of support provided by the latter is not assured and reciprocity of support provided may add to pressure on the individual, in the case of the former, these mechanisms of support may be relied upon in case of absence of state based work family balance models. In case of organizational support managerial advice is a great source of support for paternalistic cultures and may extend to family related matters (Aycan, 2006).

Thus differential outcomes for Work Family Conflict direction across cultures may be attributed to evaluation of family and work related roles. Work-interference-with family and family-interference-with work will lead to lower level of well-being depending upon the importance of work or family domain in each culture (Aycan, 2005). Yang et al. (2000) compared sources of work and family role conflict and

found that family responsibilities had greater impact in increasing work family conflict in United States as compare to China whereas work responsibilities directly increased level of work family conflict for Chinese sample. It was concluded by the authors that culture may act as a point of difference in assessing reasons for greater levels of work family conflict.

As part of an international research team Rajadhyaksha and Desai (2006) explored dimensions and types of work family conflict in Indian culture and found that elder care and dual earners increase the risk of strain-based work-interference-with family as well as strain based family-interference-with work. The research also concluded that with increase in income all forms of work family conflict reduced except for time based work-interference-with family. Gender role ideology was also found to be related to experiences of conflict e.g., individual having more traditional gender role ideology experienced more time based work-interference-with family.

Jin (2006) in a study, found Asian women to adhere to feminine gender role ideology more strongly as decision regarding working outside home is dependent upon their marital status, most of them will not work after entering into a marital bond. Work to family conflict may be attributed to stressful working conditions in developing societies (Lo, 2003) that women are not ready to face. Religion also seems to play its part in greater compartmentalization of gender roles. For Asian families it is the duty of men to be the bread earners and women to take care of home and family as well as other domestic duties. Looking at the economic conditions prevailing in the societies it is also assumed that decreased fertility rates may be attributed to stressors that dual career couples face in managing work and home life (Brewster & Rindfuss, 2000). Similar situation can be deduced from a survey conducted by Faridi,

Chaudhry, and Anwar (2009) to assess female labor force participation in Pakistan and it was concluded that the participation is mainly dependent upon level of education of females, number of dependents/children, marital status as well as family system. Hasan (2011) revealed that the lack of role autonomy, ambiguity, role conflict and role overload are the important antecedents of work-family conflict among bank employee. The levels of these stressors are identified higher in private sector banks than in public sector banks.

Rationale of Present Research

Government of Pakistan, Bureau of Statistics (2012) state that female labor force participation has increased from 16.2% in 2001 to 24.4% in 2012. This increase in female labor force participation has affected work place dynamics. As most men and women consider work and family roles as important aspects of their lives there is growing recognition to address the reasons of and outcomes associated with managing multiples roles. Work Family Conflict has dysfunctional and socially costly effects on individual work life, home life and general well-being and health. Working individuals who experience Work family conflict face a situation where their work resources are depleted. Thus, individual who have greater access to various sources of support network may benefit by building up their psychological resources (Bakker & Demorouti, 2007). Human Resource Management practices, has witnessed a shift in its emphasis in analyzing informal support networks available to the employees along with formal organizational policies that help employees deal with dysfunctional stressors.

Literature on work family issue points out to several consistent themes whereby work family relationships are found out to be complex. This complexity lies in the multidimensional nature of the construct itself as well as with reference to relationship with wide range of predictor and outcome variables. Second, work family interface is a gendered phenomena and gender as well as gender role attitudes both are important to consider. Third, culture becomes important in understanding work family relations (Eby et al., 2005). Present research focus to measure work family conflict through a comprehensive six dimensional measure develop by Carlson et al. (2000) thus addressing the issue of multidimensionality of construct in

the local construct. Summary of literature revealed that instruments currently used by researchers and practitioners to assess work family conflict are developed in western culture. Therefore, current research intends to establish validity of six dimensional construct in a non-western context. Both men and women will be taken as a sample for the present research to cater for gender related issues. Although culture has not been taken as a main effect in the current study but the results will be generalizable for Pakistani collectivistic society.

Experiences in both work and family domain may be related to work related outcome as well as family outcomes (Eby et al., 2005). Studies have explored cross-domain effects of directions of work family conflict more often (Frone et al., 1997) than same domain consequences which have been highlighted by recent meta analytic findings (Amstad et al., 2011; Michel, Mitchelson, Pitchel, & Cullen, 2010). These studies assert that same domain consequences of work-interference-with family and Family-Interference-with work are stronger than cross domain consequences.

It is also noted that work-family conflict in literature has been largely studied as a women's issue by most of the studies (e.g., Eby, Casper, Lockwood, Bourdeaux, & Brinley, 2005; Moen & Yu, 2000; Perry-Jenkins, Repetti, & Crouter, 2000) with men as an underrepresented group. Researchers have established that men are spending increasingly more time with their children and are engaged in more housework than they did a generation ago thus they also seem to experience more of both forms of conflict i.e., work as well as family (Catalyst, 2003). McDonald and Almeida (2004) also suggested that men are no longer seen solely as breadwinners, but also as contributing members to the household and childrearing thus contributing to reduced levels of interferences from work to family and family

to work. The present research was based on the belief that work-family conflict is increasingly becoming an equal opportunity issue and the present study has emphasized on women as well as men's responses to work-family conflict.

Most studies on work-family conflict examine models of stressors and their contribution to various personal and organizational outcomes. More specifically, researchers who studied the work and family interface and its effect on conflict often utilized a framework that was derived from general stress models. Work stressors (e.g. hours worked, overload), non-work stressors (e.g., number of children, difficulties in marital relationships), and the interaction between work and family (e.g. inter-role conflict) are frequently studied (Frone, Yardley, & Markel, 1997; Greenhaus & Parasuraman, 1986; Higgins, Duxbury, & Irving, 1992). Each of the above stressors may have a negative impact on personal and organizational outcomes but it is equally important to study various outcomes with differing dimensions of work family conflict in a single research model.

Previous literature has shown that although social support is a much researched area in work family literature there are still important questions to address for upcoming researchers. First, few investigations has considered the potential spillover effects into the non-work realm (Eby et al., 2005) and the studies that did examined cross over effects found weak correlations (Van Dallen, Willemsen, & Sanders, 2006). Family support has shown to be an important resource that a working individual can depend upon especially in a society like Pakistan where extended family members are relied upon in time of need. Childcare in such societies is also a matter of family concerns and not solely depends upon parents (Rhoades & Eisenberger, 2002). Thus, it is important to examine the relationship between social support and both work and non-work outcomes, such as family functioning, marital

and life satisfaction (Kossek & Ozeki, 1998). In the domain of work, the current study has taken job satisfaction and turnover intention as an attitudinal variable. In non-work domain, the study is concerned with the outcome of life satisfaction as well as marital satisfaction.

Past research has studied the relationship of stressful job conditions with work, non-work outcomes and wellbeing related outcomes (Frone, Yardley, & Markel, 1997), very few empirical investigations has examined the potential moderating role of various sources of social support e.g. supervisor, coworker, administration, spouse, friend and family; on directions of work-family conflict (work-interference-with family, family-interference-with work) and on both work and non-work outcomes. Especially coworker support from work related domain is a neglected area. Given the relationship between work-family conflict and, job, marital and life satisfaction, this important moderation relationship may deserve attention. It may be that organizational support (including supervisor, coworker as well as administrative support) works, at least in part, through work-family conflict to impact both job and life satisfaction (Kossek & Ozeki, 1998). The present research examined six different sources of social support at work settings and in the family settings: the immediate supervisor, the colleagues/coworkers and the administration in the work domain and the spouse, friends and family in the home domain. Given the research literature it also seems plausible that in a developing country like Pakistan where formal support systems are almost non-existent, general and informal sources of support may affect levels of experience of work family conflict. Recent meta analytic findings also indicate that worker perception of family friendly work environment along with supervisor, coworker and spousal social support help reduce level of stress caused by

multiple pressures faced by working individuals in managing diverse responsibilities (Michel et al., 2010).

Past Research also overlooked the moderating role of various sources of social support on work-family conflict both at work and non-work settings although research generally examined the relation between work family conflict and social support. Thus, taking various sources of social support as well as gender as moderator, work and non-work outcomes of both directions of work family conflict may prove helpful in understanding the complex mechanisms of stress strain in service sector organization. The present research aims to add the role of supportive relations in reducing impact of work and non-work role stressors for both genders, to the existing body of knowledge.

In addition to the above, in Pakistan mostly research in the area of work family conflict has been done during the last decade. Although limited in scope, these studies have focused on outcome variables such as turnover intention, job satisfaction along with life satisfaction. But studies are narrow in terms of multidimensionality of the construct itself as well as methodological constraints (e.g., appropriate controls, validation issues) and thus have limited the generalizability of findings.

In summary, the gaps and inconsistencies in literature point to several important questions to consider when studying work family conflict. Literature has significantly emphasized upon work issues as compared to family issues. Thus it is important to consider both work and non-work outcomes of various dimensions of work family conflict. Moderating role of various variables especially gender and multiple sources of social support is also lacking. There is general lack of research in taking multidimensionality of the construct into account by considering types and directions of work family conflict. Lastly, the research area mostly has inconsistencies

in results because of less valid instruments used to measure work family conflict as mostly research rely on single item single dimension measures.

The results of the present research are expected to provide human resource experts with the contextual knowledge for reducing work place stressors through support networks for working men and women. This knowledge can be used in policy making and training and development.

In the context of above discussion the conceptual framework for the present study is given as:

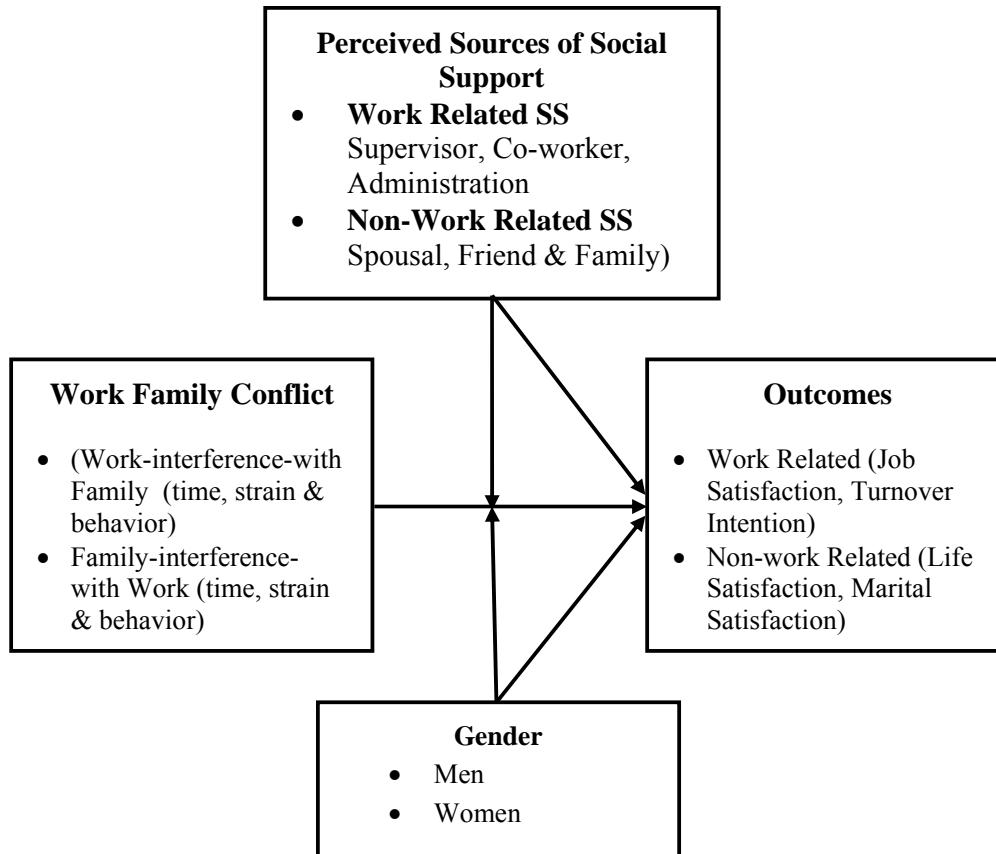


Figure 1. Conceptual Framework for Present Research

METHOD**Objectives of the Study**

The present research has following objectives:

1. To investigate the relationship of Work Family Conflict with work-related outcomes (Job Satisfaction, Turnover Intention) and non work-related outcomes (Life Satisfaction, Marital Satisfaction).
2. To examine if Work-interference-with Family is related to work-related outcomes (Job Satisfaction, Turnover Intention) and Family-Interference-with Work is related to non work-related outcomes (Life Satisfaction, Marital Satisfaction).
3. To examine the moderating role of work-related Social support and Gender in relationship between work-interference-with Family and work-related outcomes (Job Satisfaction, Turnover).
4. To investigate the moderating role of Non work-related Social Support and Gender in relationship between Family-Interference-with Work and Non work-related outcomes (Marital Satisfaction and Life Satisfaction).
5. To explore the moderating role of sources of Social Support and Gender for directions (work-interference-with family, Family-Interference-with work) and dimensions (time, strain and behavior based work-interference-with family as well as time, strain and behavior based family-interference-with work) of work family conflict and outcomes relationship in local context.

6. To investigate the validity of 6 dimensional model of Work Family Conflict in local context.
7. To explore if Work-interference-with family and Family-interference-with work leads to same domain (Correlation of Work-interference-with family to Job Satisfaction and Turnover Intention and Correlation of Family-interference-with work to Life Satisfaction and Marital Satisfaction) outcomes.
8. To explore difference and role of demographic variables (gender, family system, dual earners, extra paid help, age, occupation, working hours, number of dependants) in work family conflict, Work-Interference-with family, family-interference with work, sources of social support and outcomes of Job stress.

Hypotheses

Keeping in view the objectives of the study and past literature following hypotheses were formulated.

- 1a. Work Family Conflict will be negatively related to Job Satisfaction, Life Satisfaction, and Marital Satisfaction.
- 1b. Work Family Conflict will be positively related to Turnover Intention.
- 2a. Work-Interference-with Family will be negatively related to Job Satisfaction.
- 2b. Work-Interference-with Family will be positively related to Turnover Intention.
- 2c. Family-Interference-with Work will be negatively related to Life Satisfaction and Marital Satisfaction.

- 3a. Supervisory Support will moderate the negative relation between Work-Interference-with Family and Job Satisfaction.
- 3b. Coworker Support will moderate the negative relation between Work-Interference-with Family and Job Satisfaction.
- 3c. Supervisor Support will moderate the positive relation between Work-Interference-with Family and Turnover Intention.
- 3d. Coworker Support will moderate the positive relation between Work-Interference-with Family and Turnover Intention.
- 4a. Spousal Support will moderate the negative relations between Family-Interference-with Work and Marital Satisfaction.
- 4b. Friend Support will moderate the negative relations between Family-Interference-with Work and Marital Satisfaction.
- 4c. Family Support will moderate the negative relations between Family-Interference-with Work and Marital Satisfaction.
- 4d. Spousal Support will moderate the negative relations between Family-Interference-with Work and Life Satisfaction.
- 4e. Friend Support will moderate the negative relations between Family-Interference-with Work and Life Satisfaction.
- 4f. Family Support will moderate the negative relations between Family-Interference-with Work and Life Satisfaction.
- 5a. Gender will moderate the negative relationship between Work-Interference-with Family and Job Satisfaction.
- 5b. Gender will moderate the positive relationship between Work-Interference-with Family and Turnover Intention.

- 5c. Gender will moderate the negative relationship between Family-Interference-with Work and Marital Satisfaction.
- 5d. Gender will moderate the negative relationship between Family-Interference-with Work and Life Satisfaction.
- 6. Women will experience more of Work Family Conflict as well as Work-Interference-with Family and Family-Interference-with Work than men.
- 7. Low level of Social Support at Work is more strongly related to Work-interference-with Family for women than men.

Definitions of Variables

Work family conflict. Greenhaus and Beutell (1985) defined work family conflict as “a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (p. 77). Work Family Conflict has two directions that are;

Work- Interference-with Family is a form of inter role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities. Therefore work-interference-with family has three types i.e. time, strain and behavior based work interference with family.

Family-Interference-with Work conflict is described as a form of inter role conflict in which general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities. (Netemeyer et al., 1996, p.40). Therefore family-interference-with work has three types i.e. time, strain and behavior based family-interference-with work.

Higher score on over all work family conflict scale and each of the sub-scale indicate more conflict and vice-versa.

Social support. Social support is conceptualized as the perception about caring relationships which provide emotional reassurance, and tangible aid in dealing with stressful situations. Thus, social support has been identified as a resource for reducing and eliminating stress from different sources which include administration, supervisor, co-workers, friends and family (Caplan et al., as cited in Anis-ul-Haque & Sohail, 1997). For the present research higher scores on overall social support scale indicate higher social support and vice-versa.

Perceived Social Support, for current research is considered to be available from two sources, namely Work-related social support (administration, supervisor and co-worker) and Nonwork-related social support (spouse, friends and family)

Perceived Administration Support. It is defined as how much an employee's administration values the contribution of and cares about the well-being of its employees (Eisenberger et al., 1986). It is operationalized as scores on sub-scales of perceived administration social support ; where high score indicate more support and vice-versa

Perceived Supervisor Support. It is defined as how much an employee's supervisor values the contribution of and cares about the well-being of his or her employees (Eisenberger et al., 1986). It is operationalized as scores on sub-scales of perceived supervisor social support; where high score indicate more support and vice-versa.

Perceived Co-worker Support. It is defined as how much an employee's coworker values the contribution of and cares about the well-being of his or her employees (Eisenberger et al., 1986). It is operationalized as scores on sub-scales of perceived coworker social support ; where high score indicate more support and vice-versa.

Perceived Spousal Support. Spousal support can be defined as how much an individual perceive support from his or her spouse (Baruch-Feldman et al., 2002). It is operationalized as scores on sub-scale of perceived spousal support where high score indicate more spousal support and vice-versa.

Perceived Friend Support. Friend support can be defined as how much an individual perceive support from his or her spouse (Baruch-Feldman et al., 2002). It is operationalized as scores on sub-scale of perceived friend support where high score indicate more friend support and vice-versa.

Perceived Family Support. Family support can be defined as how much an individual perceive support from his or her family (Baruch-Feldman et al., 2002). It is operationalized as scores on sub-scale of perceived family support where high score indicate more family support and vice-versa.

Job satisfaction. Job Satisfaction is the extent to which the employee is over all satisfied and happy with his/her job (Hackman & Oldham, 1975). Higher score on the scale indicate more satisfaction and vice-versa.

Turnover intention. Turnover Intention refers to employee decision to leave organization voluntarily (Mobley, 1977). High score on the scale will indicate more willingness to leave the current job.

Life satisfaction . Life satisfaction is defined as one's perceptions regarding the quality of his or her life in general (Diener et al., 1985). Higher the score on Life Satisfaction Scale, higher will be the satisfaction with life.

Marital satisfaction. Marital satisfaction refers to global belief of persons regarding quality of their married life i.e. how happy they are in a relationship (Brockwood, 2007). High score on the inventory means more satisfaction in a dyadic relationship and vice versa.

Instruments

Following instruments along with a demographic information sheet were used to test study hypotheses as they had good psychometrics, were relevant and suitable for target population, except for Work Family Conflict Scale (Carlson et al., 2000), ENRICH Marital Satisfaction Scale (Fowers & Olson, 1993) and Turnover Intention Scale (O'Driscoll & Beehr, 1994)) all of them had local index of satisfactory reliability. Moreover, Work family Conflict scale was selected on the basis of suggestions made by Allen et al. (2000) according to which it is advisable to use multiple item and mixed directional measures of work family conflict. The scale

was also deemed appropriate to be used with present study sample as it has good validity evidences (see Carlson et al., 2000).

Work Family Conflict Scale. The Work Family Conflict Scale by Carlson et al. (2000) was used to measure Work family Conflict (see Appendix A). It consists of 18 items and is rated on five point Likert format where 1 represent ‘Strongly disagree’ and 5 represent ‘Strongly agree’. It has two subscales each having nine items for measurement of directions of work family conflict; Work-interference-with family and Family-interference-with work. Work-interference-with Family subscale consists of Item no. 1, 2, 3, 7, 8, 9, 13, 14, 15 and Family-interference-with Work subscale consists of item 4, 5, 6, 10, 11, 12, 16, 17, and 18. Reliability estimates as reported by Carlson et al., (2000) ranged from .76 to .89.

Work family conflict scale was particularly selected for present research sample as it is one of the most refined of all the available instruments on the construct of work family conflict (see Chapter; 1 page. 41). This scale is also theoretically grounded, parsimonious and most commonly used in cross cultural studies (Aycan, 2005) Recent meta-analytical reviews of work family conflict has suggested use of instruments that measure multidimensionality of the construct itself (Tetrick & Buffardi, 2006)

Perceived Social Support Scale. In order to measure various sources of social support i.e. administrative, supervisor, co-worker, friend and family social support, Perceived Social Support Scale by Caplan et al. (1975) was used for the

present study. It consist of 26 items that measure perceived social support from Work and Non work related sources namely; supervisor support (Item 1-6), coworker support (Item 7-12), administration support (Item 13–18), friend support (Item 19-20) and family support(21-26)) (see Appendix C). The response ranged from 1 (never) to 5 (Always). The original scale was used in the local context and the reliability for the perceived social support scale have been reported as .89 (Abrar & Ghouri, 2010) and for all the subscales from .96 to .98 (as cited in Anis-ul-Haque & Sohail, 1997).

The Perceived Social support scale was selected for this enquiry as it simultaneously addresses the various sources of Work and Non-work related support and has also been used in local context, for example, Abrar and Ghouri (2010).

General Job Satisfaction Scale. Job satisfaction was assessed using the 3-item General Job Satisfaction subscale, which is taken from Job Diagnostic Survey (Hackman & Oldham, 1975) (see Appendix F). It is a Five-point Likert scale and responses range from 1 (Strongly disagree) to 5(Strongly agree). Naz (2009) reported a reliability coefficient for the 3-item General Job Satisfaction scale as .90 in a local context. Item 2 was reversed scored. Job satisfaction scale was selected on the basis of ease of access, parsimony and the availability of local index of good reliability evidence (Naz, 2009)

Turnover intention. Turnover Intention was measured using O’Driscoll and Beehr (1994) Turnover Intention scale (see Appendix G). The measure has three

items with a response range from 1 (Strongly disagree) to 6 (Strongly agree). Reliability estimates as reported by O'Driscoll and Beehr (1994) is .91.

Turnover intention scale has been one of the most commonly used instruments for studying turnover intention in work settings. The scale has good reliability evidence and was also easily accessible.

Satisfaction with Life Scale. For the measurement of Life satisfaction the Satisfaction with Life Scale developed by Diener et al., (1985) was used (see Appendix H). The scale consists of 5 items rated on a 5-point Likert scale. Responses range from 1 (strongly disagree) to 5 (strongly agree). Naz (2009) reported an alpha coefficient of .84. The satisfaction with life scale measure overall life satisfaction of the respondents. This scale was preferred over other life satisfaction inventories because of its parsimony, frequent use in organizational research especially in local context and as well as ease of access. It also had satisfactory index of reliability.

ENRICH Marital Satisfaction Inventory. In order to measure Marital Satisfaction a subscale of ENRICH Marital Satisfaction Inventory by Fowers and Olson (1993) consisting of 10 items was used for present research (see Appendix I). The scale has four reversed score item (2, 4, 6 and 8). The response category range from 1 (Strongly disagree) to 5 (Strongly agree). The reported test-retest reliability for the scale is .86 (Fowers & Olson, 1993).

As the present research aimed to measure marital satisfaction as an outcome variable ENRICH Marital Satisfaction subscale was selected. The other instruments

measuring dyadic adjustments in marital relations were thus not considered appropriate.

Research Design

The present research was conducted in two distinct studies i.e., Study-I and Study-II. Study-I was aimed to determine the psychometric properties of the instruments and to explore the validity of six dimensional model of work family conflict in local context (objective # 6) whereas, Study-II was Main Study and aimed at hypothesis testing.

Study-I. The purpose of the study was to investigate and address the validity of the instruments in the local organizational context that was to be used in main study. It was carried out in three steps.

Step 1: Initial Tryout of the Instruments

Step 2: Evaluation by Experts/ Judges Opinion

Step 3: Empirical Evaluation of the Instruments

Study-II. It was the main study and its purpose was to investigate the effects of work family conflict on Work (Job satisfaction & Turnover Intention) and Non work related-outcomes (Life & Marital Satisfaction). It also aimed to investigate the moderating role of gender and various sources of social support in relation between work family conflict (i.e., Work-Interference-with family and Family-interference-with work) and both Work and Non-work related outcomes. Furthermore, it was

undertaken to examine whether Work-Interference-with family and Family-interference-with work is more strongly felt by men or women. Finally, it was also explored how men and women differ on various sources of Work family Conflict, social support as well as outcomes of work family conflict. Details for each step of Study 1 are discussed in the following paragraphs.

Study-I

The objective of the Study-I was to examine internal consistency as well as validity of the instruments in the local context. Validity of six dimensional model of work family conflict was also explored. The instruments were not translated, as the target population was educated and was employed in different service sector organizations of the twin cities of Islamabad and Rawalpindi. The curriculum as well as the medium of instruction especially at college and university level is in English and it's also the official language and all the written communication and documentation are carried out in this language. The people in organizations are more comfortable and familiar with English as compared to Urdu, therefore no need was felt to translate the instruments in Urdu.

Study-I was further carried out in three steps, comprising an initial tryout on a selected sample for understandability, clarity and relevance of statements at Step 1. In Step 2 judge's opinion with reference to identified problems as a result of tryout was taken and at Step 3 the instruments were empirically tested for its effectiveness. The step-wise description of each step is given below.

Step1: Initial Tryout of the Instruments

Objective. The objective for this part of the research was to see if the instruments to be used in this study are understandable and clear to the participants in terms of language, concept and cultural relevance. The instruments selected for the variables of the present research were in English language. They were not translated

in the native language as intended sample for the present research is bilingual and English is the official language of Pakistan. However, it seems only appropriate to check the comprehension of the research participants related to each instrument.

Sample. Sample for initial tryout comprised of 14 participants from telecommunication and health sectors. Their age ranged from 24 years to 45 years. Six of the participants were women and eight were men and all of them were married.

Procedure. The subjects were approached individually at their respective work places. The participants were assured about the confidentiality of responses and after taking their consent to participate in the research were given a set of following measures to be used in the research.

1. Work Family Conflict Scale (Carlson et al., 2000)
2. Perceived Social Support Scale (Caplan et al., 1975)
3. General Job Satisfaction Subscale (Hackman & Oldham, 1975)
4. Turnover Intention Scale (O'Driscoll & Beehr, 1994)
5. Satisfaction with Life Scale (Diener et al., 1985)
6. ENRICH Marital Satisfaction Subscale (Fowers & Olson, 1993)

Respondents were instructed to take the test and give their comments related to understandability and clarity of the items keeping in view the cultural appropriateness of the scales. They were briefed about the purpose of the research. After completing the scales, the respondents enlisted their questions, suggestions as well as recommendations.

Results. The respondents identified items from behavior domain of Work Family Conflict Scale (item 13 to item 18) (Annexure A) as unclear. They particularly commented that it was unclear what behaviors the instrument was referring to in statements, e.g. *“Behavioral strategies that are effective and necessary for me at work would be counterproductive at home”* (Item no. 17). All of the other instruments were found to be understandable and clear to the participants.

Step 2: Evaluation by Experts

Objective. The objective for this part of the research was to seek the expert opinion on the problems identified during Step1 regarding items of behavior based conflict of Work Family Conflict scale and also to seek opinion regarding modification of Perceived Social Support Scale to incorporate the sources of Spousal Support in order to fulfill the objective of the research.

Sample. Four independent experts who were full time teaching faculty at National Institute of Psychology, Quaid-i-Azam University were contacted and requested to suggest modifications regarding behavior based conflict (Work-Interfering with Family as well as Family-Interfering with Work) items of Work Family Conflict scale. Experts were M.Phil in Psychology and had ample research experience in Testing and Psychological measurement.

Procedure. Written instructions were given to the experts along with the definition of subscales of Work Family Conflict i.e., time based, strain based and behavior based Work-interference with family and Family-interference with work

respectively. The experts gave mixed responses regarding the options. Thus the same experts were requested to share their options in a committee which was facilitated by the scholar.

Results. It was agreed upon by the committee to replace the words “problem solving behaviors” , “ behavioral strategies” , and “ behavior” with “ actions/ways” and “ problem solving actions” for both the subscales of Work Family Conflict Scale i.e. Work-interference-with family (Item 13, 14 & 15) and Family-interference-with work (Item 16, 17, & 18). The finally modified scale after rephrasing and seeking approval (see Annexure K i) from author of the instrument was used in this study (see Appendix B).

In order to fulfill the objective of the present research the Perceived Social Support Scale (Caplan et al., 1975) was also modified to incorporate another source of social support i.e. Spousal Support after gaining Expert Opinion. In this regard six items measuring Spousal Support and following the content similarities of the rest of the statements i.e. support from supervisor, coworker, administration etc. were added to the original scale. Thus the final version of the Perceived Social support scale after addition of six items had total of 32 statements was further used in the study (see Appendix D).

Step 3: Empirical Evaluation of the Instruments

Objectives. The assumption behind empirical investigation was to address the effectiveness of items within the instruments as objectively as possible and not to restrict the study just by researcher’s perceptions. The process of testing the

hypothesized linkages between the observed variables and their underlying latent variables is referred to as Confirmatory Factor Analysis (CFA). It enables us to test how well the measured variables represent the constructs. CFA is also used to provide a confirmatory test of measurement theory (Mortazavi, 2009). It was particularly important to test the multidimensional model of Work Family Conflict for the proposed factor structure in the current study data. As the structure aspect of Work Family Conflict Scale was already identified (see Carlson et al. 2000) therefore the existing factor structure was tested for present sample, hence the use of confirmatory factor analysis. Other evidence of internal consistency of the scales was provided through item-total correlation (for total sample as well as gender wise) and internal consistency reliabilities.

Sample. Data for Step 3 were collected from married full time working employees in service sector organizations of Rawalpindi and Islamabad cities of Pakistan. The organization selected consisted of financial institutions, telecommunication companies and health sector organizations. Initially a sample of 570 employees was contacted out of which 350 responded indicating a response rate of 61.4%. However, after excluding incomplete data forms the final sample ($N= 216$) consisted of all married men ($n=128$), and women ($n= 88$) with mean age of 29.71 years ($SD= 14 .76$).

Sample size requirement for any research is of prime concern for a researcher and require important considerations. The sample size according to rules of thumb and as suggested by experts requires to have a minimum of five subjects per item (Coakes & Steads, 2003) therefore the sample size ($N = 216$) as well as $n = 128$ for men and $n = 88$ for women meet the requirement for validation studies (Kline, 2005).

In order to address concerns related to low alpha levels of Work Family Conflict Scale and less number of women participants additional 50 cases of women (married, working in healthcare & banking sector) were added to work family conflict variable thus resulting in $N = 266$ (men $n = 128$ & women $n = 138$). By adding more women cases the problem regarding less number of women was also addressed.

It is also noteworthy that 43% of present sample were dual earner with spouse working hours on average as 7.28 hours per day ($SD = 6.6$). Majority of the respondents were living in nuclear households (62%), while (37.1%) lived with some extended family. 31% of the respondents had paid help at their disposal.

Procedure. The participants were approached individually in their respective organizations during the office hours with the help of either concerned Administrative or Personnel department or through personal contacts. The sample was collected from twin cities of Rawalpindi and Islamabad during October 2010 – January 2011. The purpose of the study was briefly explained to each participant. They were assured that the information provided will be kept confidential and will be used only for research purposes. They were requested to record their responses in accordance with the directions given in the questionnaire. There was no time limit for the completion of the instruments.

Results (Step 3)

The data obtained in third Step of Study-I were subjected to statistical analysis including Confirmatory Factor Analysis, item-total correlation and internal consistency reliability by using AMOS and SPSS (Version 18). The effectiveness of the items as well as validity and reliability in local context of the instruments was examined at this step. Therefore, in order to achieve the objectives of the study the following statistical analysis were conducted.

1. Descriptives were computed for all the instruments used in the study to examine the overall trend of the data.
2. To address the construct validity of the instruments, Confirmatory Factor Analysis (CFA) was conducted.
3. Internal consistency of the scales was evaluated by computing Cronbach alpha reliability estimates, item-total correlation and corrected item-total correlations.

The study variables after checking for missing data and normality assumptions were put to test. The missing items were imputed using mean substitution on that particular variable. Although this approach has its limitations; list wise or pair wise deletion was still avoided.

Kline (2005) suggest that only variables with skew index absolute values greater than 3 and kurtosis index absolute values greater than 10 are of concern for data exploiting normality assumption. Since none of the variables had problematic levels of skewness as well as kurtosis the data were finally subjected to Confirmatory Factor Analysis.

In order to establish the construct validity of the instruments factor structure of the variables using CFA with maximum likelihood estimation through AMOS graphic (version 18.0) was determined separately for each scale. Item total correlation and reliability indices of the resulting factor structure were computed for the variables i.e. Work Family Conflict, Social Support, Job Satisfaction, Turnover Intention, Life Satisfaction, and Marital Satisfaction to determine the inter-relatedness of items within their respective domains/areas.

CFA was conducted for a) six dimensional model of work family conflict b) two-dimensional model of work family conflict c) two-dimensional model of work family conflict for men and women separately. As the requirement for model testing is to obtain over-identified model the CFA for Job Satisfaction and Life Satisfaction was not achieved.

In order to evaluate the overall goodness of fit for each model, several fit indices were examined including chi-square (X^2), relative/normed chi-square (X^2/df), Root Mean Square Error of Approximation(RMSEA), Comparative Fit Index (CFI), and Tucker-Lewis Index (TLI).

Table 1

Estimation of fit indices for Work Family Conflict, Social Support, Life Satisfaction, and Marital Satisfaction

Model	<i>N</i>	χ^2	<i>df</i>	χ^2/df	<i>p</i>	CFI	TLI	RMSEA
WFC (two-dimensional) scale (Men Sample)	128	645.25	262	2.4	.000	.80	.77	.05
WFC (two-dimensional) scale (Women Sample)	138	715.81	262	2.7	.000	.83	.81	.06
WFC (two-dimensional) scale (Total Sample)	266	366.52	130	2.82	.000	.84	.82	.07
Perceived Social Support	216	495.13	260	1.90	.000	.88	.86	.06
Marital Satisfaction	216	10.38	7	1.48	.168	.98	.97	.04
Life Satisfaction	216	5.07	4	1.26	.280	.99	.98	.03

Note. χ^2 = Chi-Square; χ^2/df = Chi- Square/ degree of Freedom; CFI= Comparative Fit Index; TLI = Tucker Lewis Index; RMSEA= Root Mean Square Error Approximation.

The sample size for work family conflict scale had additional 50 women cases; while Perceived Social Support, Marital Satisfaction and :Life satisfaction had *N*= 216

Table 1 gives fit indices of Work Family Conflict, Social Support, Life Satisfaction and Marital Satisfaction scales. CFI, TLI as well as RMSEA fit statistics were not in the acceptable range therefore, modification indices were inspected. For two dimensional scale of Work Family Conflict with total sample of 266 error co-variances were allowed for between item 1 and 2; item 1 and 3; item 2 and 13 and item 16 and 18. For men *n*= 128 error co-variances were allowed for between item 1 and 3 and Item 16 and 18. For two-dimensional model of WFC women *n*= 138 the error co-variances were allowed for item 1 and 3; 16 and 18 and 1 and 2. Error co-variances amongst item number 11 and 17 of Social Support scale; item number 3,

and 7 item number 5 and 10 for Marital Satisfaction scale; item number 1 and 4 for Life Satisfaction scale were allowed. These adjustments improved some of the fit indices especially for Marital and Life satisfaction scales. Work Family Conflict scale as well as Perceived Social Support Scale fit statistics (especially CFI and TLI) were not in acceptable range.

After allowing for error co-variances fit index were as follows; RMSEA for Social Support (.06); Marital Satisfaction (.04) and Life Satisfaction (.03) along with CFI (.88, .98, .99 respectively) and TLI (.86, .97, .98 respectively). These indicators were considered as suggesting good fitting model for these variables. For the scale of Perceived Social Support regression weights of Item 21-26 (administration support) and item 31 (Family Support) were fixed to zero other than allowing for error co-variances and thus the above mentioned fit index were obtained. Standardized loading co-efficient were examined and after finding them well above .30 items were retained in their original form. Modification index indicating greater number of error co-variances for error terms of items of Work Family Conflict sub-scales as well as Perceived Social Support scales may be subject to common method bias (Self-report instrument) as well as similar wording of the items for each subscales respectively (Harrington, 2009).

In order to fulfill the sixth objective of the study, validity of six-dimensional model of Work Family Conflict scale was also explored. Model fit index for work family conflict scale were as follows where $N= 266$; $X^2/df = 2.33$; $CFI = .90$; $TLI = .86$ and $RMSEA = .06$. The fit index for six-dimensional model of Work Family Conflict was achieved after drawing for error co-variances amongst item 1 and item 2. The alpha co-efficient indices for subscales of six-dimensional work family conflict

scale were; Time-based WIF= .61; Strain based WIF= .66; Behavior based WIF = .55; Time-based FIW= .66; Strain based FIW= .62; Behavior based FIW= .55.

Table 2

Factor loadings of Work Family Conflict, Work Interference with Family and Family Interference with Family Scale (N= 266)

Item No.	Subscales of WFC	Factor Loadings			
		Full Model	Two-Dimensional		
			Total	Men	Women
Work-interference-with Family					
1.		.48	.30	.30	.30
2.		.29	.31	.33	.33
3.		.86	.59	.59	.59
7.		.61	.62	.62	.62
8.		.65	.64	.64	.64
9.		.64	.63	.63	.63
13.		.61	.56	.56	.56
14.		.62	.61	.61	.61
15.		.65	.63	.62	.62
Family-interference-with Work					
4.		.62	.62	.62	.62
5.		.65	.64	.64	.64
6.		.54	.53	.52	.52
10.		.51	.48	.49	.49
11.		.49	.46	.46	.46
12.		.63	.62	.63	.63
16.		.63	.48	.46	.46
17.		.41	.46	.30	.37
18.		.67	.62	.59	.59

Table 2 gives factor loadings of the respective items of the various study variables for Work Family Conflict scale all the factor loadings are above .30 except for item 2 for full model (six-dimensional) and ranged from .32 to .70. The items showed fair to excellent loadings for the items of Work Family Conflict scale as none of the loadings was below cut off .30 (as cited in Harrington, 2009) for two-dimensional model of Work Family Conflict. Thus, all the items were retained for

Work Family Conflict Scale. The item loadings were also relatively similar for both men and women group.

Table 3

Factor loadings of Perceived Social Support Scale (N= 216)

Item No.	Subscales of Perceived Social Support Scale	Factor Loadings
	Supervisor Support	
1.		.60
2.		.61
3.		.77
4.		.31
5.		.73
6.		.43
	Coworker Support	
7.		.39
8.		.82
9.		.50
10.		.71
11.		.53
12.		.59
	Spouse Support	
13.		.51
14.		.60
15.		.67
16.		.60
17.		.66
18.		.58
	Friend Support	
19.		.58
20.		.62
	Administration Support	
21.		.19
22.		.15
23.		.16
24.		.08
25.		.05
26.		.36
	Family Support	
27.		.69
28.		.61
29.		.75
30.		.58
31.		.16
32.		.57

Table 3 gives factor loadings for Perceived Social support scale. The item loading ranged from .31 to .82. The items loadings were again fair to excellent. After allowing for error co-variances; all the items from Perceived Social Support Scale were retained except for item 21 to 26 (Administration Support) and 31(Family Support) that had factor loadings as .19, .15, .16, .08, .05 .36 for Administration Support and .16 for Family Support respectively. These items when omitted from analysis yielded good model fit.

Table 4

Factor loadings of Job Satisfaction Scale (N= 216)

Item No.	Factor Loadings
1.	.76
2.	.45
3.	.70

Table 4 gives item loadings for Job satisfaction Scale. For Job satisfaction scale factor loadings (.45 to .76); were fair to excellent.

Table 5

Factor loadings of Turnover Intention Scale (N= 216)

Item No.	Factor Loadings
1.	.73
2.	.79
3.	.74

Table 5 gives item loadings for Turnover Intention Scale. Factor loadings for the items range from .73 to .79.

Table 6*Factor loadings of Life Satisfaction Scale (N= 216)*

Item No.	Factor Loadings
1.	.71
2.	.57
3.	.68
4.	.52
5.	.44

Table 6 shows factor loadings for Life Satisfaction Scale. The loadings (.44 to .71) were fair to excellent and all the items were retained.

Table 7*Factor loadings of ENRICH Marital Satisfaction Scale (N= 216)*

Item No.	Factor Loadings
1.	.63
2.	.39
3.	.76
4.	.25
5.	.57
6.	.11
7.	.74
8.	.10
9.	.59
10.	.40

Table 7 gives factor loadings for items of Enrich Marital satisfaction Scale. Marital satisfaction factor loadings (.40 to .76) were considered fair to excellent after allowing for error co-variances between item no. 7 and 3; 5 and 10. Based on low factor loadings four Items i.e., Item numbers. 2, 4, 6, and 8 with factor loadings as .39, .25, .11 and .10 respectively were removed to attain best fit model. Thus, all the items of Marital Satisfaction scale except Item 2, 4, 6, and 8 were retained for further analysis. Reliability estimates and item total correlation were computed with the remaining items for the said variables.

Table 8*Alpha Reliability Coefficients for the Study Variables*

S.N o	Variables	Coefficient Alpha			
		Item #	Total	Men (n=128)	Women (n=88)
1.	Work Family Conflict (N=266)	18	.87	.78	.91
2.	Work Interference with Family (N=266)	9	.77	.63	.84
3.	Family Interference with work (N=266)	9	.80	.71	.85
4.	Perceived Social Support	25	.91	.91	.89
	Supervisor	6	.78	.76	.76
	Coworker	6	.77	.80	.66
	Spouse	6	.77	.80	.71
	Friend	2	.55	.60	.40
	Family	5	.83	.78	.78
5.	Job Satisfaction	3	.60	.60	.58
6.	Turnover Intention	3	.78	.83	.68
7.	Life Satisfaction	5	.70	.69	.70
8.	Marital Satisfaction	6	.78	.80	.73

Table 8 gives the internal consistency reliabilities of the study variables. Reliability indices of scales and subscales of Work Family Conflict Scale ($\alpha = .80$); for Work-interference-with family ($\alpha = .77$) and for Family-interference-with work ($\alpha = .80$) were computed for overall sample as well as for men and women sample. The alpha values were generally more in acceptable range for women sample.

For Perceived Social Support Scale ($\alpha = .91$) and its subscales it ranged from .55 to .83. For Job Satisfaction, Turnover Intention, Life Satisfaction and Marital Satisfaction co-efficient alpha was .60, .78, .70 and .78 respectively. According to Nunnally and Bernstein's (1994) criteria, scales having alpha value 0.7 and above means reliable and internally consistent. Moss et al. (1998) suggested that Cronbach's alpha reliability estimate of .6 is generally acceptable, although this criteria is not as stringent as the more widely accepted .7 threshold as suggested by

Nunnally and Bernstein (1994). Item-total and corrected item total correlations were calculated to further assess internal consistency of the scales.

Item analysis for each instrument was conducted separately. The number of items for the instruments ranges from 3 to 25. Kline (2005) suggests five subjects per item are required. Therefore, a maximum of 125 subjects are quite sufficient for item analysis procedure. However, the researcher selected a sample of 216, which is far greater than the required sample for item analysis.

Item total correlation is the criterion, the higher the correlation the better the item. It is possible to accept items that are significantly correlated with the total scale scores but in large samples this figure may be low. Ideally all items should correlate beyond 0.20 with the total score (Kline, 1986).

Item total correlations and corrected item total correlations were tried out separately for men and women sample to examine whether they behave differently across gender. Items were correlated with total score of their respective scale or subscale. Item total correlation gives the Pearson correlation coefficient between individual item score and sum of scores of the remaining items (Coakes & Steed, 2003) whereby, corrected item total correlations indicate that the item score is excluded before computing the correlation between the item and rest of the scale because the inclusion of the item score in the total score can inflate the correlation. The accepted cutoff for corrected item total correlations is equal to or greater than .30 (Ferketich, 1991).

Table 9

Gender-wise Item total and Corrected Item-total Correlation of Work Family Conflict Scale (Work-interference-with Family & Family-interference-with Work)

Item No.	Total Item total Correlation (N = 266)	Total Corrected Item total Correlation (N = 266)	Men Item total Correlation (n = 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 167)	Women Corrected Item total Correlation (n = 167)
1	.38**	.30	.44**	.34	.37**	.29
2	.40**	.32	.30**	.25	.48**	.42
3	.61**	.55	.42**	.33	.71**	.66
4	.61**	.54	.41**	.30	.71**	.65
5	.64**	.57	.53**	.43	.70**	.65
6	.63**	.56	.54**	.44	.67**	.62
7	.56**	.49	.47**	.36	.62**	.56
8	.61**	.54	.46**	.36	.69**	.64
9	.63**	.57	.51**	.41	.72**	.67
10	.61**	.55	.56**	.47	.65**	.60
11	.65**	.58	.55**	.45	.72**	.67
12	.55**	.47	.52**	.40	.59**	.53
13	.52**	.45	.39**	.29	.59**	.54
14	.53**	.46	.45**	.36	.56**	.51
15	.61**	.54	.42**	.31	.70**	.65
16	.54**	.47	.41**	.31	.61**	.55
17	.43**	.35	.38**	.28	.45**	.39
18	.55**	.48	.47**	.37	.60**	.53

** $p \leq .001$

Note. Items for WIF: 1, 2, 3, 7, 8, 9, 13, 14, 15 are given in bold. Items for FIW: 4, 5, 6, 10, 11, 12, 16, 17, 18

Table 9 depicts internal consistency of Work Family Conflict scale. Item total ranged from .38 to .65. Corrected item total also highlighted the effectiveness of all the items. For men item total correlation range from .30 to .56 and for women item total correlation ranges from .37 to .72. The corrected item total for men highlighted item # 13 and Item # 17 as below .30 and for women item # 1 had corrected item total value of .29. After checking for if item deleted alpha reliability statistics of the above mentioned items the items were retained as the reliability estimate did not improve after deletion of the said items for each subscale of work family conflict i.e. work-interference-with family and family-interference-with work.

Table 10

Gender wise Item- total and Corrected Item-total Correlation of Supervisory Support Sub-Scale (N = 216)

Item No.	Total Item Total Correlation (N = 216)	Total Corrected Item total Correlation (N= 216)	Men Item total Correlation (n= 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 88)	Women Corrected Item total Correlation (n = 88)
1	.68**	.56	.63**	.41	.76**	.60
2	.72**	.64	.75**	.61	.68**	.53
3	.76**	.66	.76**	.63	.74**	.61
4	.57**	.48	.61**	.44	.57**	.38
5	.71**	.51	.69**	.52	.74**	.58
6	.61**	.45	.63**	.45	.56**	.34

** $p \leq .001$

Table 10 shows the item-total correlation and corrected item total correlation of the items pertaining to Supervisory Support subscale. All the items were significantly correlated with the total subscale scores both for men and women sample. Item total correlations ranged from .61 to .76 for men and .56 .76 for women.

Table 11

Gender-wise Item-total and Corrected Item-total Correlation of Co-worker Support subscale (N = 216)

Item No.	Total Item total correlation (N= 216)	Total Corrected Item total Correlation (N=216)	Men Item total Correlation (n= 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 88)	Women Corrected Item total Correlation (n = 88)
7	.54**	.42	.71**	.56	.22**	-.03
8	.77**	.61	.78**	.63	.76**	.56
9	.64**	.54	.65**	.50	.61**	.42
10	.77**	.63	.77**	.65	.77**	.64
11	.63**	.45	.68**	.54	.58**	.36
12	.68**	.45	.67**	.51	.68**	.48

** $p \leq .001$

Table 11 shows the item-total correlation of the items pertaining to Perceived Social Support Sub-Scale Co-worker Support. The correlation of all the items was significant with the total subscale score. Item total correlations ranged from .54 to .77.

Table 12

Gender-wise Item-total and Corrected Item-total Correlation of Spousal Support Sub-Scale (N = 216)

Item No.	Item total correlation	Corrected Item total Correlation	Men Item total Correlation (n= 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 88)	Women Corrected Item total Correlation (n = 88)
13	.60**	.60	.65**	.47	.51**	.29
14	.71**	.73	.75**	.64	.61**	.42
15	.74**	.71	.72**	.59	.74**	.57
16	.73**	.71	.74**	.60	.69**	.48
17	.69**	.69	.71**	.55	.66**	.46
18	.67**	.63	.70**	.53	.60**	.41

** $p \leq .001$

Table 12 shows the item-total correlation of the items pertaining to Perceived Social Support Sub-Scale Spouse Support. The correlation of all the items was significant with the total subscale score. Item total correlations ranged from .60 to .73.

Table 13

Gender-wise Item total and Corrected Item-total Correlation of Friend Support Sub-Scale of Perceived Social Support (N = 216)

Item No.	Item total correlation	Corrected Item total Correlation	Men Item total Correlation (n= 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 88)	Women Corrected Item total Correlation (n = 88)
19	.81**	.38	.85**	.43	.76**	.25
20	.83**	.38	.85**	.43	.81**	.25

** $p \leq .001$

Table 13 shows the item-total correlation and corrected item total correlation of the items pertaining to Friend Support. The correlation of all the items was significant with the total subscale score. Item total correlations ranged from .76 to .85.

Table 14

Gender-wise Item total and Corrected Item-total Correlation of Family Support sub-scale (N = 216)

Item No.	Item total correlation	Corrected Item total Correlation	Men Item total Correlation (n= 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 88)	Women Corrected Item total Correlation (n = 88)
27	.70**	.55	.70**	.52	.70**	.49
28	.68**	.66	.61**	.48	.73**	.58
29	.78**	.58	.80**	.61	.77**	.59
30	.79**	.68	.68**	.52	.74**	.63
32	.75**	.63	.78**	.62	.69**	.52

** $p \leq .001$

Table 14 shows the item-total correlations and corrected item total correlations of the items pertaining to perceived Family Support sub-scale. The correlations of all the items were significant with the total subscale score. Item total correlations ranged from .68 to .78 for men sample and .69 to .77 for women sample.

Item-total correlation and corrected item-total correlation of outcome variables (job satisfaction, turnover intention, life satisfaction, marital satisfaction). Item total correlation was computed for work related outcomes (Job Satisfaction, Turnover Intention) and non-work related outcomes (Life Satisfaction, Marital Satisfaction).

Table 15*Gender wise Item total and Corrected Item-total Correlation of Job Satisfaction Scale**(N = 216)*

Item No.	Item total Correlation	Corrected Item total Correlation	Men Item total Correlation (n= 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 88)	Women Corrected Item total Correlation (n = 88)
1	.83**	.52	.82**	.52	.84**	.52
2	.52**	.24	.52**	.25	.53**	.29
3	.82**	.49	.85**	.55	.79**	.42

** $p \leq 0.01$

Table 15 shows item-total correlation of Global Job Satisfaction scale. All the items are significantly correlated with subscale total scores at $p \leq 0.01$, showing the interrelatedness of the items. The item total correlation ranges from .52 to .85 for men and .53 to .84 for women. Although the corrected item-total correlation for item number 2 was .24 but the item was retained on the basis of item total correlation index.

Table 16*Gender wise Item total and Corrected Item-total Correlation of Turnover Intention**Scale (N = 216)*

Item No.	Item total Correlation	Corrected Item total Correlation	Men Item total Correlation (n= 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 88)	Women Corrected Item total Correlation (n = 88)
1	.82**	.60	.82**	.64	.82**	.55
2	.84**	.64	.89**	.75	.76**	.47
3	.84**	.61	.88**	.70	.77**	.48

** $p \leq 0.01$

Table 16 shows item-total correlation of Global Job Satisfaction scale. All the items are significantly correlated with subscale total score showing the internal consistency of the scale. The item total correlation ranges from .82 to .89 for men and .76 to .82 for women sample.

Table 17

Gender wise Item total and Corrected Item-total Correlation of Life Satisfaction Scale
($N = 216$)

Item No.	Item total Correlation	Corrected Item total Correlation	Men Item total Correlation ($n = 128$)	Men Corrected Item total Correlation ($n = 128$)	Women Item total Correlation ($n = 88$)	Women Corrected Item total Correlation ($n = 88$)
1	.70**	.50	.71**	.52	.68**	.48
2	.67**	.47	.68**	.48	.67**	.47
3	.75**	.56	.75**	.54	.79**	.62
4	.60**	.34	.62**	.38	.56**	.29
5	.63**	.37	.59**	.31	.69**	.45

** $p \leq 0.01$

Table 17 shows item-total correlation of Life Satisfaction Scale. All the items are significant with subscale total score at $p \leq 0.01$, showing the interrelatedness of the items of the scale. Item total correlation ranged from .59 to .75 for men and .56 to .79 for women.

Table 18*Gender wise Item total and Corrected Item-total Correlation of Marital Satisfaction**Scale (N = 216)*

Item No.	Item total Correlation	Corrected Item total Correlation	Men Item total Correlation (n= 128)	Men Corrected Item total Correlation (n = 128)	Women Item total Correlation (n = 88)	Women Corrected Item total Correlation (n = 88)
1	.71**	.52	.79**	.63	.57**	.35
3	.65**	.57	.73**	.66	.50**	.41
5	.67**	.55	.67**	.56	.67**	.55
7	.68**	.55	.67**	.50	.71**	.61
9	.66**	.54	.68**	.57	.64**	.49
10	.59**	.43	.56**	.46	.65**	.40

** $p \leq 0.01$

Table 18 shows item-total correlation of Marital Satisfaction Scale. All the items are significantly correlated with total subscale scores showing the internal consistency of the scale. The correlations ranged from .56 to .79 for men and .50 to .71 for women.

Study-I Discussion

The purpose of study-1 was to address the psychometric properties of the instruments and also to investigate the dimensionality of work family conflict scale in local organizational context. Both the subjective as well as objective techniques were used to address these objectives, including preliminary tryout, judge's opinion, and the empirical evaluation of the items for each measure.

The target population for the present study were educated, bilinguals and were employed in different service sector organizations of twin cities. English is also the official language and the medium of instructions as well as course contents are mostly in English at university and college level. Hence no need was felt to translate the instruments. Instead of translating and back translating the instruments they were tried out on a small sample of representatives from the intended population and a team of competent bilinguals checked the instruments for its understandability and clarity through judgment method. It should also be noted that cross-cultural have argued against translating instruments if it can be avoided, because "translation is at best approximates" (Triandis, 1994, p.81).

To assess the effectiveness of each item for each instrument item analysis was conducted separately for each scale. The number of items ranged from 3 to 25 for different measures. Hair, Anderson Tatham, and Black (as cited in Peter & Peter, 2008) reported item-total correlation as the three most commonly used measures of internal consistency along with Alpha coefficient. Kline (1986) suggests that at least five subjects are quite sufficient for item analysis procedure and hence the selected sample of 216 was far greater than the required sample.

Gender wise item-total correlation and alpha reliabilities co-efficient of the test scores were estimated for each measure separately. Item-total correlation of .20 was the criterion. Kline (1986) says that ideally all items should correlate beyond .20 with the total test scores. As suggested by Crocker and Algina (1986), for short scale (e.g., less than 25 items) to address the problem of over estimation of discrimination should be corrected by eliminating the item in question from the total test scores i.e. corrected item total correlation. The test for internal consistency on the responses of 266 and 216 participants yielded alpha reliability coefficient ranging from .60 to .91 for men sample and .58 to .91 for women sample. On the basis of factor loadings and alpha reliability values, six items of Administrative social support subscale, one item from Family social support subscale and four items from Marital satisfaction scale were dropped from main study i.e., study-11. The alpha reliability co-efficient of men scores on Work Interfering with Family is low .63 as compared to women i.e. .84. Although the problem of item bias across genders was also tested (table not being provided) and it was found that the items did not behave differently across group. In addition all items within scales were also tried out separately for each sex to examine whether they behave differently in groups or not i.e., gender wise item-total correlations were also carried out.

Kline (2005) says that reliability is not inherent in the test itself, but rather a function of test items, the sample, the situation, and so forth. The occasion where it is believed that lower reliability is only acceptable is a case where individual scale scores are aggregated at group level for data analysis. The greater the seriousness of the problem being scaled (and graver the risk being wrong), the higher the standards should be held (Abel, Springer, & Kamata, 2009).

A satisfactory level of reliability depends on how a measure is to be used i.e. to distinguish between reliability standards for use in scientific research and reliability standard for use in making decisions about individuals (McIntire & Miller, 2007). Kline (1999) is of the view that dealing with psychological constructs, the reliability values below .7 can be expected because of the diversity of the construct being measured, whereas, Hudson (1992) says that for large sample scientific work, a reliability coefficient of even .60 or greater used to be considered acceptable.

Schmitt (1996) suggested that there is no appropriate limit of acceptable level of alpha. In some cases, measures according to conventional standards of low levels of alpha may still be quite useful. Schmitt further discussed that reliance of a researcher on only alpha when discussing the relationships of multiple measures is not sufficient. Item total correlations and corrected Inter-correlations must also be considered especially in the case of a multidimensional measure. Cortina (1993) also stressed upon looking at multidimensionality of the construct, covariances resulting in raw alpha as well as standard error of alpha.

Reliability is only a necessary but not sufficient condition. It is the validity of various adapted test that provides the most important justification for using the scores obtained on them. In order to evaluate the overall goodness of fit for each model, several fit indices were examined through confirmatory factor analysis. The criteria suggested by Kline (2005) for fit indices was considered appropriate for the present study sample that required absolute fit index (Chi- square X^2), Parsimony fit index (RMSEA) and Comparative fit index (CFI, TLI). Kline (2005) criteria for fit indices were preferred over Brown (2006) as later are more conserved of criteria. Therefore, Normed Chi-square value between 2-5, RMSEA less than .05 suggest close

approximate fit, values between .05 and .08 suggest reasonable error of approximate fit and greater than .10 suggest poor fit, CFI greater than roughly .90 indicate good fit and TLI .95 is considered as suggesting a good fitting model. As a population based index, RMSEA is insensitive to sample size, but is sensitive to number of model parameters. Therefore, RMSEA and CFI index were used because these fit indices are less sensitive to sample size when compared to other fit indices (Fan, Thomson, & Wang, 1999). It has also been suggested a RMSEA value of .08 is of little concern particularly when other indices suggest good model fit (Brown, 2006).

Its noteworthy that all these indices provides a chunk rather than holistic picture regarding research model fitting the data, thus none of the values must be taken as absolute (Kline, 2005) and index of previous researches using the study variables were taken into account while considering the model fit for the present data especially for Work Family Conflict Scale.

Model fit index for English speaking New Zealand and Australian ($N= 392$) and US sample ($N = 225$) for six factor model of Work Family Conflict (Carlson et al., 2000) revealed RMSEA= .06, SRMR= .10 & NNFI= .92 for men. For women the fit indicator were found to be RMSEA= .08, SRMR= .12 & NNFI= .90 (Herst, 2003). Mortazavi, Nisreen, Maggie, and Leslie (2009) in a cross-cultural study has reported structural validity of Iran and Ukraine sample of working individuals; for six-dimensional Work Family Conflict Scale by Carlson et.al. (2000) and the index obtained were; for Iran ($N=154$) RMSEA=.09, CFI= 0.87, $X^2= 278.39$, $df= 129$. For Ukraine sample ($N= 130$) RMSEA= 0.12, CFI= 0.78, $X^2=358.03$, $df= 129$. Carlson et al. (2000) initial study has reported RMSEA= .06, CFI= .95, $X^2=237.40$ and $df= 120$ for sample ($N= 225$).

In the light of literature reviewed it was felt that for the present study; some of the indicators of model fit (CFI=.84 and TLI= .82) for Work Family Conflict two-dimensional may not represent good fit of the model though on the basis of RMSEA=.07 and $\chi^2/df=2.33$ the model may be considered reasonable. The model representing two directions of work family conflict was thus further tested for the present study.

The factor structure when confirmed for Work Family Conflict Scale, Perceived Social Support Scale, Marital satisfaction Scale, and Satisfaction with Life Scale; suggested certain changes. For Social Support Scale; six items of Administration support sub-scale (Item 21-26) and one item (item 31) from Family Support sub-scale were dropped on the basis of low item loadings. Four items (Items 2, 4, 6, 8) of Marital Satisfaction Scale were also not included for main study on the basis of low factor loadings. The results of the study-I showed that the said instruments are to some extent psychometrically sound as well as parsimonious that may be used by the researchers interested in relationship between Work Family Conflict and other related variables in local context. The Study-I has strength as well as weaknesses. One of the weaknesses is that the scholar examined the psychometric qualities of the instruments in local context for a sample of only educated professionals and this issue needs to be addressed with multiple samples in future. On the basis of findings (see pg. 74) of Model fitness two-dimensional model of work family conflict was decided to use instead of six-dimensional model for hypothesis testing.

Study-II: Main Study

Method

The focus of the main study was to examine the relationship of Work Family Conflict (Work Interference with Family and Family Interference with Work) with Work related and Non-work related outcomes. It also aimed to investigate the moderating role of different aspects of social support and gender in relation between two dimensions of Work Family Conflict (Work Interference with Family and Family Interference with Work) and outcomes. Furthermore, the study also explored the roles of various demographic variables with reference to study variables. The gender differences in perceptions of Work Family Conflict and its directions (i.e., Work-Interference with family and Family-interference with work) were also examined. The sample characteristics, instruments used, and procedure for the study are given below while the results will be described in the proceeding chapter.

Instruments

Following instruments were used to find out the relationship between the hypothesized variables.

Work-Family Conflict Scale. It was developed by Carlson et al. (2000) and consists of 18 items. This scale has two subscales or dimensions i.e. Work Interference with family and Family Interference with work, each having nine items rated on a five-point Likert format ranging from Strongly disagree (1) to

Strongly agree (5). (See Appendix B). The scale provided good evidence of construct validity. The internal consistency reliability of test scores yielded alpha co-efficient for Work Family Conflict as .76 (men=.73 and women=.79); .56 for Work-Interference-with family (men=.50 and women=.63); and for .67 for Family Interference with work (men=.67 and women=.67) for the present sample.

Perceived Social Support Scale. On the basis of study-I the modified version of Perceived Social Support scale by Caplan et al. (1975) was used for present research. It consisted of 25 items rated on five-point Likert scale ranging from Never (1) to Always (5) (see Appendix E). The alpha reliability coefficient for the present sample is .90 for Perceived Social Support Scale. It ranged from .67 to .72 for the Supervisory, Coworkers, Spousal, and Family support subscales respectively (see Table 13).

General Job Satisfaction Scale. Job satisfaction was assessed using the 3-item General Job Satisfaction scale which is a part of the Job Diagnostic Survey (Hackman & Oldham, 1975) (see Appendix F). It's a five-point Likert scale and response ranges from Strongly disagree (1) to Strongly agree (5). Alpha reliability co-efficient of the test scores for the present sample is .65 (.69 for men sample and .61 for women sample).

Turnover Intention Scale. Turnover Intentions was measured using O'Driscoll and Beehr (1994) Turnover Intention Scale having 3 items rated on six-point scale ranging from Strongly disagree/Very unlikely (1) to Strongly agree/All the

time/Very likely (6) (see Appendix G). Reliability coefficient estimate for the present sample is reported as .67.

Satisfaction with Life Scale. The Satisfaction with Life Scale is a measure of life satisfaction developed by Diener et al. (1985) (see Appendix H). The scale consists of five items with reliability co-efficient of .58 for the present sample. Due to poor reliability values this variable was not included for further analysis.

Marital Satisfaction Scale. On the basis of study-1 the modified version of Marital satisfaction of ENRICH Marital Satisfaction Inventory by Fowers and Olson (1993) was used for present research. It has six items rated on five-point Likert scale and the response category ranges from Strongly disagree (1) to Strongly agree (5) (see Appendix J). The internal consistency reliability estimate of the scale scores for the present sample is .73 (.77 for men sample and .68 for women sample)

Procedure

This part of the study was conducted by following the same procedure as given for Study 1 except that a research assistant was hired for the purpose of data collection. A list of institutions already covered in previous study was provided by the researcher to make sure that any overlap does not occur. The participants were approached individually in their respective organizations after taking permission from the concerned personnel department and a permission letter issued by National Institute of Psychology was presented to the concerned authorities. The purpose of the study was briefly explained to each participant and they were assured about the

confidentiality of their responses. After taking informed consent of the respondents they were requested to provide information in accordance with the directions provided in the booklet. No time limit was imposed for completion of the instruments.. The data were collected from August 2011 – October 2011.

Sample

A purposive sample of 366 full-time working adults including 222 men (60.82%) and 143 women (39.17%) participated in the study. The respondents were drawn from telecommunication, financial and health care sector organizations of Rawalpindi and Islamabad city. Participants reported an average age of 34.3 years ($SD = 7.02$) and an average of 9.2 years ($SD = 5.35$) of total work experience. Table 16 present the composition of the sample. As suggested by various authors sample size for hierarchical regression analysis require twenty times more cases than predictors and researchers suggest a minimum requirement of five time more cases than predictors (Coakes & Steeds, 2003; Miles & Shevlin, 2001). In order to calculate the R^2 and slopes a sample greater than $104 + k$ is required where k represent number of predictors (Field, 2005). Thus the present study overall sample size ($N = 366$) as well as gender wise sample with 222 men and 144 women for hypothesis testing sufficiently meet the requirement.

Ideally, power analysis is carried out *a priori*, that is, during the design stage of the study. A power analysis program (e.g., Gpower) can be used to determine power given the values of α , sample size and effect size. On the other hand, post-hoc analysis is done after a study has been carried out to help to explain the results for a study which did not find any significant effects. Post-hoc power analysis was

conducted by using Gpower software. The results for power analysis for $F^2 = 0.97$ suggested relatively good estimate with the present study sample.

Table 19

Sample Description for the Main Study (N= 366)

Demographic Variables	Valid N	Frequency	%
Gender	365		
Men		222	60.82
Women		143	39.17
Education			
Master & post graduate	360	154	42.77
Graduate		206	57.22
Job Status	355		
Contractual		46	12.57
Permanent		309	84.43
Family System	355		
Nuclear		166	46.76
Joint		189	53.24
Occupation	363		
Managers(Banks, Telecom)		122	33.89
Doctors		96	26.67
Nurses		29	8.05
Other(non-managerial staff)		113	31.39
Number of dependant	366		
None		68	19.48
Two		157	44.99
Three		65	18.62
Four		76	21.78
Spouse Work	203		
Yes		96	47.30
No		107	52.70
Extra paid help	201		
Yes		65	32.18
No		136	67.32
Age (in years)	363	(M) 34.30	(S.D) 7.07
Work hours	364	(M) 9.51	(S.D) 2.33

Table 19 gives sample characteristic for the main study. Sample was taken from service sector organizations of Rawalpindi and Islamabad city. Majority of the sample comprised of men (60.82%) and women were (39.17%). All the participants of the study were married. From the present sample 47.30% were dual earners. Majority of the respondents had no paid help (67.32%) and were living with some extended family (53.24%).

Chapter - III**RESULTS**

In order to fulfill the objectives of the study and to test the formulated hypotheses, different statistical analysis including hierarchical regression analysis were carried out. The results obtained as a result of analysis of main study data are given below after imputation of missing values for variables that has items ≤ 10 (Work Family Conflict Scale; Work-Interference-with Family, Family-Interference-with Work; Social Support Scale; Marital Satisfaction Scale) by using procedure as mentioned by Moos (1993) so that the range of values be same if the respondent has answered all the items.

Mean, standard deviation, skewness and alpha reliability co-efficients of the study variables are given below.

Table 20

Descriptive Statistics and Alpha Reliability Coefficients for Main Variables (366)

S#	Variables	No of Items	Alpha Total Sample	Alpha Men (n=222)	Alpha Women (n=143)	Mean	SD	Range		Skew
								Potential	Actual	
1.	Work Family Conflict	18	.76	.73	.79	54.3	9.6	18-90	28-82	.21
2.	Work- Interference with Family	9	.56	.50	.63	36.6	6.32	9-45	20-55	.17
3.	Family- Interference with work	9	.67	.67	.67	26.06	6.2	3-15	9-42	.11
4.	Social Support	25	.90	.90	.87	83.08	17.1	25-125	51-125	.49
	Supervisor	6	.67	.68	.69	19.20	4.42	6-30	7-30	.29
	Coworker	6	.67	.59	.71	19.38	4.51	6-30	8-30	.28
	Spouse	6	.72	.75	.67	20.59	4.85	6-30	10-30	.50
	Family	5	.72	.72	.73	17.53	4.28	5-25	7-25	.17
5.	Job Satisfaction	3	.65	.69	.61	9.58	2.67	3-15	5-15	.09

Continued...

S#	Variables	No of Items	Alpha Total Sample	Alpha Men (<i>n</i> =222)	Alpha Women (<i>n</i> =143)	Mean	<i>SD</i>	Range		Skew
								Potential	Actual	
6.	Turnover Intention	3	.67	.73	.56	9.57	3.42	3-18	3-15	-.24
8.	Marital Satisfaction	6	.73	.77	.68	17.49	4.81	6-30	7-30	.20

Note. for the equivalence of values the mean and *S.D* given for the variables (Work Family Conflict, Social Support, Work-interference-with Family, Family-Interference-with Work, Marital Satisfaction,) are given on the original score before the imputation.

The mean score for Work Interference with Family ($M= 36.6$) is higher than the mean score of Family Interference with work ($M= 26.06$). Mean score of Spousal Support is highest ($M=20.59$) among sources of social support. The subscale of Work-interference-with family had just acceptable reliability index. Friend support subscale and Life Satisfaction Scale were omitted on the basis of low alphas for further analysis.

Table 20 gives correlations for all the study variables.

Table 21*Correlation among the Study Variables. (N= 366)*

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1. WFC	-												
2. WIF	.92**	-											
3. FIW	.90**	.73**	-										
4. SS	-.37**	-.27**	-.45**	-									
5. WRSS	-.40**	-.38**	-.42**	.81**	-								
6. Supervisor	-.37***	-.33**	-.38**	.70**	.81**	-							
7. Coworker	-.39***	-.31**	-.43**	.86**	.81**	.54**	-						
8. NWRSS	-.27**	-.17**	-.37**	.93**	.61**	.49**	.73**	-					
9. Spouse	-.26***	-.16**	-.36**	.85**	.53**	.45**	.64**	.92**	-				
10. Family	-.23**	-.13*	-.33**	.84**	.56**	.42**	.67**	.90**	.71**	-			
11. JS	-.12*	-.08	-.11*	.31**	.29**	.25**	.28**	.29**	.22**	.32**	-		
12. TI	-.10*	-.09	-.08	.03	.01	.03	.03	.03	.07	-.03	-.30**	-	
13. MS	-.37**	-.27**	-.42**	.59**	.44**	.40**	.55**	.54**	.51**	.48**	.36**	.06	-

Note. WFC = Work Family Conflict, WIF = Work-Interference-with Family, WRSS = Work related Social Support, FIW = Family-Interference-with Work, NWRSS = Non-work related Social Support, JS = Job Satisfaction, TI = Turnover Intention, MS = Marital Satisfaction..

** $p \leq .01$ * $p \leq .05$

Table 21 shows relationship between the study variables. To examine the relationship between Work Family Conflict and Work-related outcomes (Job Satisfaction, Turnover Intention) and Non-work related outcomes (Marital Satisfaction) respectively; it was hypothesized (H1a) that work family conflict will be negatively related to Job Satisfaction and Marital Satisfaction. Table 18 shows that work family conflict is negatively related to Job Satisfaction ($r = -.12, p \leq .01$) and Marital satisfaction ($r = -.37, p \leq .01$). It was hypothesized that work family conflict will be positively related to turnover intention (H1b). A counterintuitive finding has been found for Work Family Conflict and Turnover Intention where there is a negative association between these two variables ($r = -.10, p \leq .05$).

It was hypothesized that Work-Interference-with Family will be negatively related to Job Satisfaction (H2a) was not supported by the data. It was also found out that Work-Interference-with Family (H2b) is negatively related with Turnover Intention but the relationship is not significant. Family-Interference-with Work on the other hand was found to be significantly negatively related to Marital Satisfaction ($r = -.42, p \leq .01$).

For work hours there is a significant positive correlation between hours of working and Work family Conflict, ($r = .20, p \leq .05$); Work- Interference-with family ($r = .19^{**}$) and Family-Interference -with work ($r = .18, p \leq .05$). With increase in age only Work-Interference-with family ($r = .11, p \leq .01$) was found to be positively related and no correlation was found for more dependants and increased levels of work family conflict.

Correction for Attenuation

In psychological research one can sometimes deal with the problem of low reliability by estimating what the correlation between two variables would have been if there were no measurement errors. This procedure is known as correction for attenuation (Kaplan & Saccuzzo, 2001). For the procedure we need to know the reliabilities of two measures and the correlation between them. By applying this procedure for the present study results the estimated correlation between measures increased from -.08 to -.13 for Work Interference with family and Job satisfaction; -.09 to -.15 for Work-interference with family and Turnover intentions and .27 to .42 for Work-interference with family and Marital satisfaction respectively. Similarly the estimated correlations after correction for attenuation for Family-interference with work and Job satisfaction increased from -.11 to -.17; from -.08 to -.12 for Family-interference with work and Turnover intentions and from .42 to .60 for Family-interference with work and Marital satisfaction respectively, showing an increase in the observed correlations.

Regression Analysis

Hierarchical regression analysis was used to test the moderating hypotheses according to procedure delineated in Cohen and Cohen (1983). In the model, Predictor variables along with moderator were entered first. The interaction term was then computed between the predictor and moderator variable and were entered in the second step. Predictors were centered and the standardized scores were used in the analysis as recommended by Aiken and West (1991).

Table 22

Work-Interference-with family, Job Satisfaction and Turnover Intention: Moderation by Supervisor Support (N= 366)

Variable	Job Satisfaction				Turnover Intention			
	<i>B</i>	<i>S.E(B)</i>	β	R^2	<i>B</i>	<i>S.E(B)</i>	β	R^2
Step 1								
WIF	-.002	.227	-.001		-.465	.284	-.092	
Supervisor Support	.153***	.033	.257***	.066	.001	.041	.001	.009
Step 2								
WIF	.201	.229	.049		-.674*	.288	-.133*	
Supervisor Support	.182***	.033	.306***		-.029*	.042	-.040	
WIF x Supervisor Support	-.168	.044	-.202	.104	.175**	.055	.172**	.036
ΔR^2 (R^2 change)		.038				.027		
<i>F</i> for change in R^2		14.61***				10.03**		

* $p \leq .05$, ** $p \leq .01$, *** $p \leq .001$

Work-Interference-with family and Supervisor social support were entered at first step. At the second step interaction terms was entered.

In case of Job Satisfaction variance explained by interaction terms was significant; where in Step 1 Work Interference with Family and Supervisor support explained 6.6% variance in the outcome variable i.e., Job Satisfaction. In Step 2 when interaction term was added the variance explained increase to 10.4 % for Job Satisfaction resulting in 3.8% change in R^2 . Therefore, hypothesis (H3a) was supported, and it can be said that Supervisor support moderate the relationship between Work-Interference with Family and Job Satisfaction. The power analysis through GPower 3.1 software yielded large power for the test 0.97 with an effect size $F^2=0.04$ for the results for work-interference-with-family and supervisor support for job satisfaction.

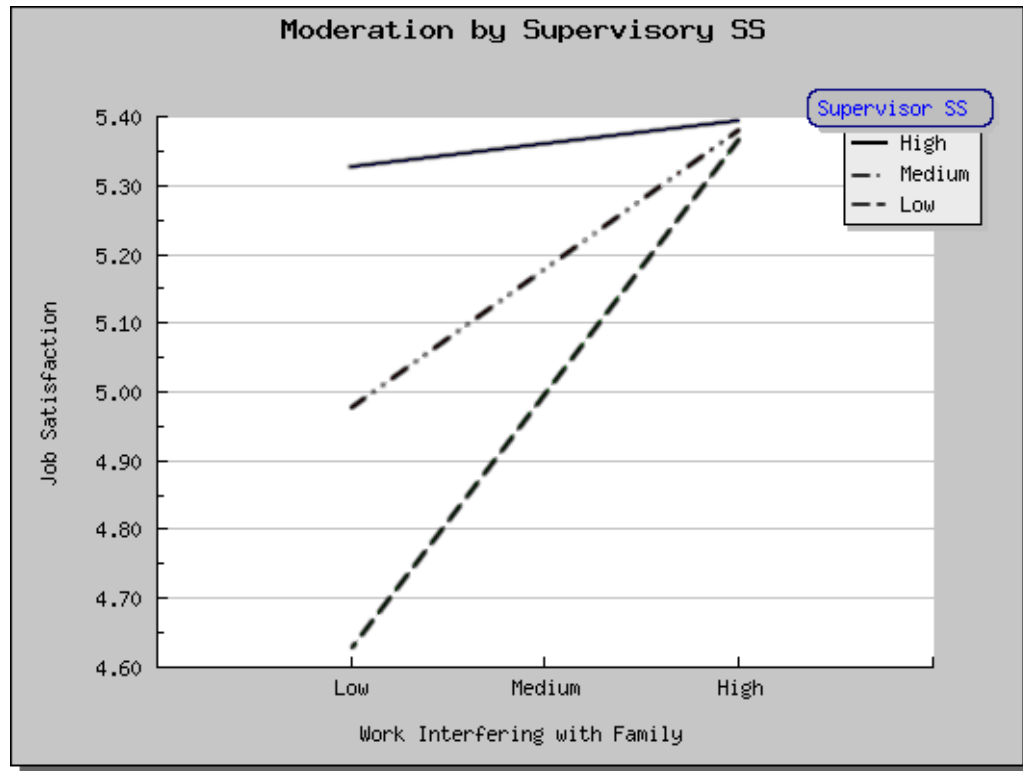


Figure 2. Interaction of Supervisory Support and Work-Interference-with Family on Job Satisfaction

The above figure shows that with high Supervisory Support the relation between Work-Interference with Family and Job Satisfaction has become negative indicating role of Supervisory Support in buffering the effects of Work-Interference with Family and Job Satisfaction. Thus, Supervisory Support works best when Work-Interference with Family is higher; in this case increasing job satisfaction. On the other hand when Work-interference with family is high; low as well as high Supervisor support marginally differed in increasing Job Satisfaction.

For Turnover Intentions the explained variance at Step 1 without interaction term was 0.9% that increased to 3.6% at Step 2 resulting in 2.7% R^2 Change. This reflects that Supervisor support moderates the relation between Work-Interference with Family and Turnover intention. Therefore, (3C) was accepted.

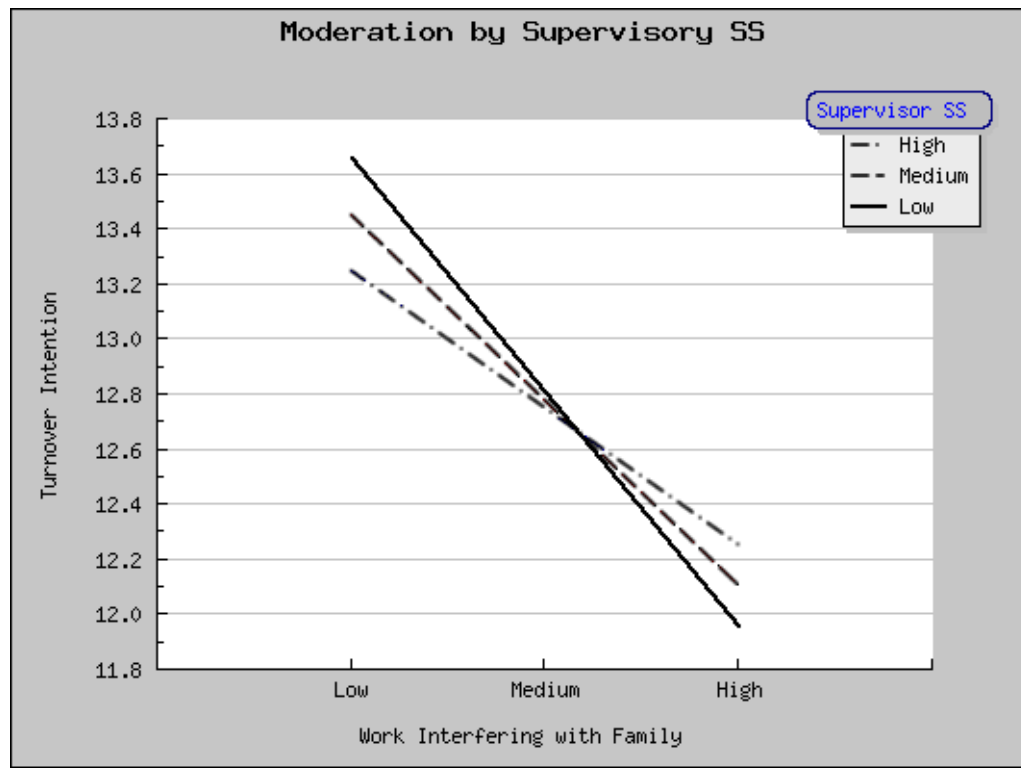


Figure 3. Interaction of Supervisory Support and Work-Interference with Family on Turnover Intention.

Fig. 3 shows interaction of Supervisor Support and Work-interference with family on Turnover Intention especially when the Work-interference with family is low. On the other hand, at high level of Work-interference with family, low as well as high Supervisor support is effective in reducing turnover intention.

Table 23

Work-Interference-with family, Job Satisfaction and Turnover Intention: Moderation by Coworker Support (N= 366)

Variable	Job Satisfaction				Turnover Intention			
	<i>B</i>	<i>S.E(B)</i>	β	R^2	<i>B</i>	<i>S.E(B)</i>	β	R^2
Step 1								
WIF	.029	.223	.007		-.468	.281	-.093	
Coworker	.166***	.032	.283	.079	.005	.040	.007	.009
Support								
Step 2								
WIF	.185	.223	.045		-.701*	.279	-.139	
Coworker	.196***	.032	.335		-.040	.040	-.056	
Support								
WIF x Coworker	-.149***	.041	-	.114	.227**	.051	.240	.062
Support								
			.193			*		
ΔR^2 (R^2 change)		.034			.053			
<i>F</i> for change in R^2		13.52***			20.11**			

*** $p \leq .001$, ** $p \leq .01$

In case of Job Satisfaction variance explained by interaction terms was significant; where in Step 1 Work-Interference with Family and Coworker support explained 7.9% variance in the outcome variable i.e. Job Satisfaction. In Step 2 when interaction term was added the variance explained increase to 11.4 % for Job Satisfaction resulting in 3.4% R^2 Change. Therefore, hypothesis (H3b) was supported, and it can be said that Coworker support buffers the relation between Work-Interference with Family and Job Satisfaction.

For turnover Intention the explained variance at Step 1 without interaction term was 0.9% that increased to 6.2% at Step 2 thus showing that coworker support is

significantly buffering the relationship between Work-interference with family and Turnover intentions.

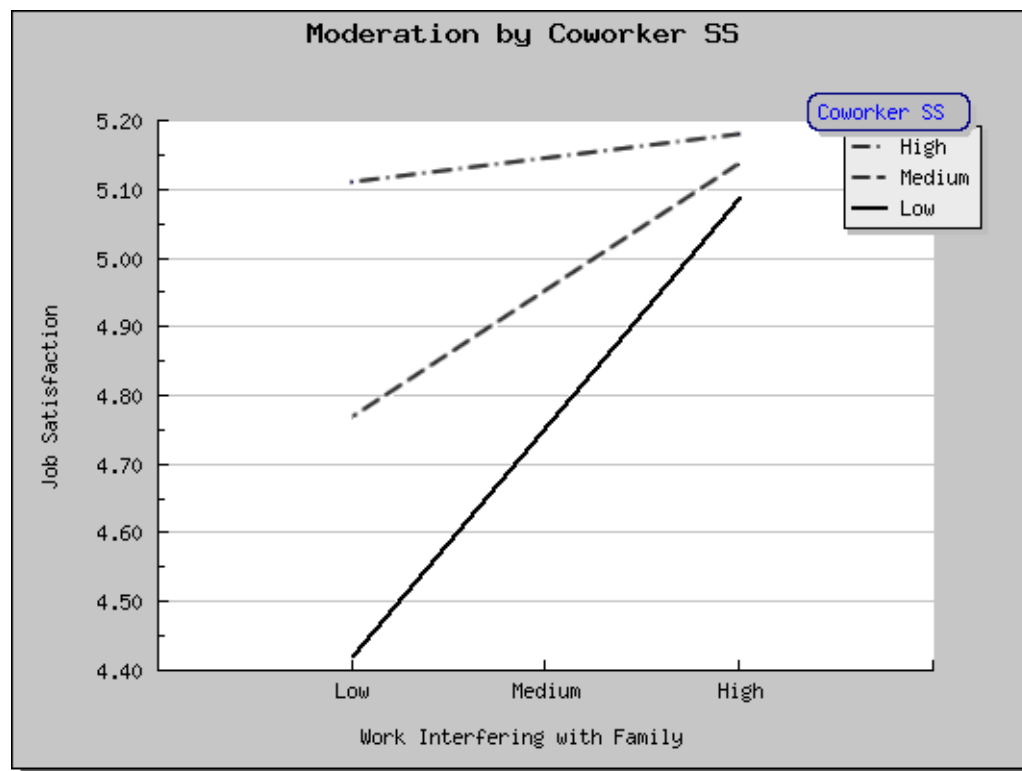


Figure 4. Interaction of Coworker Support and Work-Interference with Family on Job Satisfaction

Fig. 4 shows the interaction of coworker support and Work-Interference with Family on Job Satisfaction which in case of Coworker Support is increasing i.e. at high level of Work-Interference with Family greater Co-worker Support leads to more Job Satisfaction. As the line indicating high Coworker Support indicates that at both levels low and high Work-Interference with family Job satisfaction is high thus emphasizing role of Coworker support in attenuating the effect of Work-interference with family.

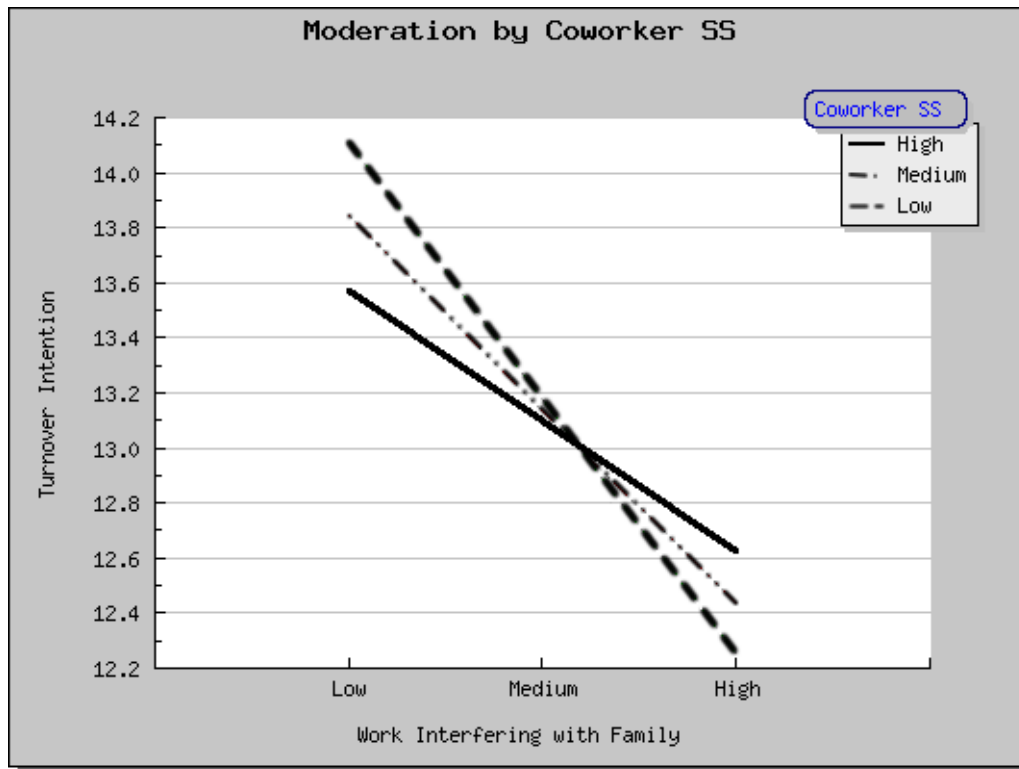


Figure 5. Interaction of Coworker Support and Work-Interference with family on Turnover Intentions.

The figure 5 shows interaction of Coworker support in buffering effects of Work-Interference with family and Turnover Intention. The figure shows that in case of low Work-interference with family and high Coworker support there is more turnover intentions, but in case of high Work-Interference with family and high Coworker support there is a decrease in Turnover intentions.

Table 24

Family-Interference-with Work and Marital Satisfaction: Moderation by Spouse Support (N= 366)

Variable	Marital Satisfaction			
	<i>B</i>	<i>S.E(B)</i>	β	R^2
Step 1				
FIW	.142	.466	.017	
Spouse Support	.284	.055	.286***	.079
Step 2				
FIW	.069	.469	.008	
Spouse Support	.286	.005	.288***	
FIW x Spouse Support	.110	.081	.071	.084
ΔR^2 (R^2 change)			.005	
<i>F</i> for change in R^2			1.85	

*** $p \leq .001$, ** $p \leq .01$

For Marital Satisfaction variance explained by interaction terms was not significant. Therefore, hypothesis (4a) was not supported, and it can be said that Spousal support does not moderate the relation between Family-Interference with Work and Marital satisfaction.

Table 25

Family-Interference-with Work and Marital Satisfaction: Moderation by Family Support (N= 366)

Variable	Marital Satisfaction			
	<i>B</i>	<i>S.E(B)</i>	β	R^2
Step 1				
FIW	-.351	.384	-.042	
Family Support	.587	.052	.519***	.275
Step 2				
FIW	-.376	.385	-.045	
Family Support	.584	.052	.517***	
FIW x Family Support	-.102	.085	-.055	.278
ΔR^2 (R^2 change)			.003	
<i>F</i> for change in R^2			1.44	

*** $p \leq .001$

For Marital Satisfaction variance explained by interaction terms was not significant. Therefore, hypothesis (4C) was not supported by the data.

Table 26

Work-Interference-with family, Job Satisfaction and Turnover Intention: Moderation by gender (N= 366)

Variable	Job Satisfaction				Turnover Intention			
	<i>B</i>	<i>S.E (B)</i>	β	R^2	<i>B</i>	<i>S.E (B)</i>	β	R^2
Step 1								
WIF	-.351	.220	-.085		-.474	.266	-.094	
Gender (F=0, M=1)	-.167	.291	-.031	.008	-.019	.349	-.003	.009
Step 2								
WIF	-.150	.687	-.036		1.09	.824	.218	
Gender	-.170	.292	-.031		-.038	.348	-.006	
WIF x Gender	-.137	.442	.052	.008	-1.06	.531	-.330*	.020
ΔR^2 (R^2 change)			.001				.011	
<i>F for change in R^2</i>			.757				.045*	

** $p \leq .01$, * $p \leq .05$

Table 26 explains that interaction between Work-Interference with family and gender is non- significant for Job Satisfaction and hypothesis 5a is not supported but it is significant for Turnover Intention. For Turnover intention the explained variance at Step 1 without interaction term was 0.9 % that increased to 2.0 % at Step 2 thus showing that gender is significantly moderating the relation between Work-interference with family and Turnover Intention. Therefore, hypothesis 5b is accepted.

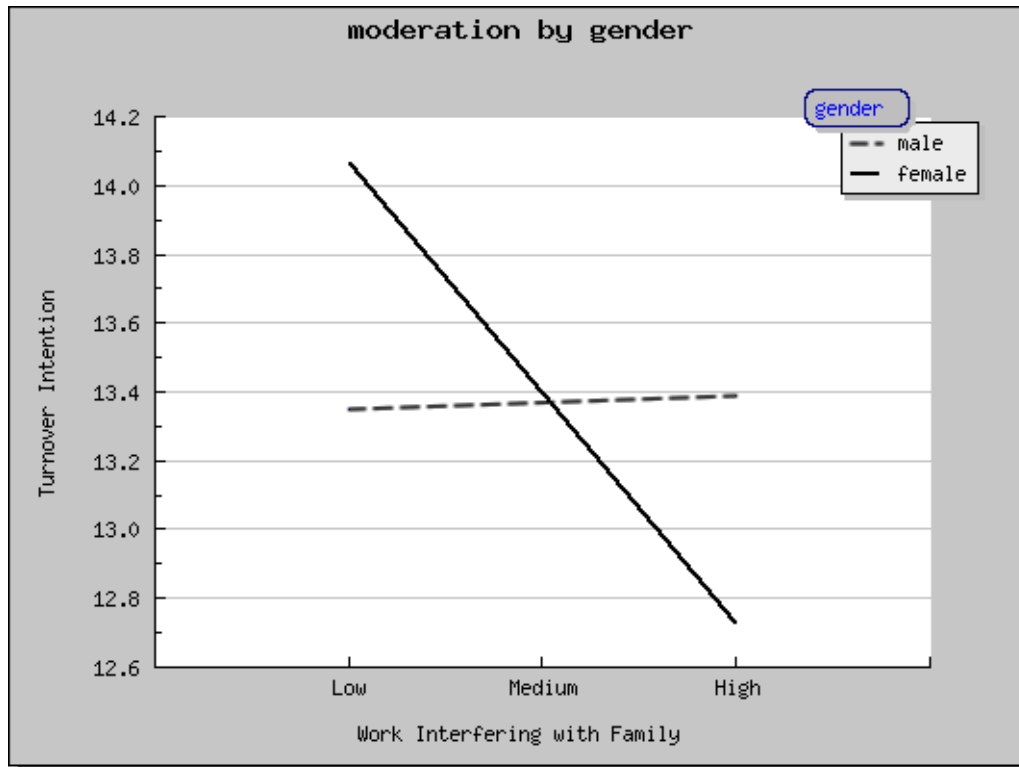


Figure 6. Interaction of Gender and Work-Interference with Family on Turnover Intention

Fig. 6 shows interaction between Gender and Work-interference with family and Turnover intentions. As the figure shows Turnover intentions for women is high in case of low Work\-interference with family, whereas in case of high Work-interference with family, Turnover Intentions is low. For men at low as well as high Work-interference with family the Turnover Intention is moderate.

Table 27

Family-Interference-with Work and Marital Satisfaction: Moderation by gender (N= 366)

Variable	Marital Satisfaction			
	<i>B</i>	<i>S.E (B)</i>	β	R^2
Step 1				
FIW	-.383	.044	-.429***	
Gender	.023	.052	-.021	.182
Step 2				
FIW	-.318	.068	-.357***	
Gender	-.018	.052	-.017	
FIW x Gender	-.018	.089	-.094	.186
ΔR^2 (R^2 change)			.004	
<i>F for change in R²</i>			1.54	

*** $p \leq .001$, * $p \leq .05$

Table 27 shows non-significant interactive effect of gender and Family-Interference with work and Marital satisfaction. Thus hypothesis 5c was not supported by the data.

Table 28

Mean, Standard Deviation and t-values for Men and Women on Work family Conflict, Work-interference-with Family, Family-interference-with Work and Sources of Perceived Social Support (N =365)

Variables	Men (Valid n = 222)		Women (Valid n =143)		t (360)	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	
	WFC	2.98	.50	3.11			.58	2.18	
WIF	3.64	.60	3.73	.70	1.23	.21	-.22	.05	-
FIW	2.58	.56	2.74	.59	2.86	.005	-.29	-.05	-0.24
SS	3.43	.71	3.16	.46	4.38	.001	.14	.39	0.46
WRSS	39.47	8.5	37.12	6.1	3.02	.003	.82	.39	0.32
Supervisor SS	19.40	4.45	18.90	4.38	1.05	.29	-.43	1.44	-
Coworker SS	19.64	4.75	18.95	4.08	1.43	.15	-.25	1.65	-
NWRSS	46.64	10.8	42.01	6.6	4.94	.001	2.7	6.4	0.53
Spouse SS	21.02	5.05	19.92	5.05	2.16	.03	.09	2.11	0.23
Family SS	18.25	4.69	16.34	3.17	4.58	.001	1.08	2.72	0.48
JS	9.53	2.67	9.66	2.67	.437	.66	-.69	.44	-
TI	9.56	3.3	9.53	3.02	.08	.93	-.65	.71	-
MS	18.40	5.01	16.07	4.1	4.80	.001	1.38	3.29	0.50

Note. WFC= Work Family Conflict, WIF= Work-interference-with family, FIW= Family-Interference-with Work, SS = Social Support, WRSS = Work Related Social Support, NWRSS = Non-Work Related Social Support, JS = Job Satisfaction, TI = Turnover Intention, MS = Marital Satisfaction

Table 28 shows gender differences with reference to study variables. The significant differences were noted for Work Family Conflict ($t = 2.18, p \leq .03$) showing higher mean scores for women ($M = 3.11, SD=.58$). The difference is also significant for Family Interference with work aspect of Work Family Conflict ($t =$

2.86, $p \leq .005$) depicting a higher mean scores for women ($M = 2.75$, $SD = .59$) whereas the mean scores for women were relatively high on Work Interference with family but it was not significant, hence the sixth hypothesis was partially supported. Women were significantly low both on Work related and Non-work related sources of social support as compared to men.

Demographics related Additional Analysis. It was explored how family system, work status (dual and non-dual earners), job status (permanent, contractual), availability of paid help and occupations related differences appear with reference to study variables.

Table 29

Mean, Standard deviation, and t-values for Family System on Work Family Conflict, Work-interference-with Family, Family-interference-with Work and Sources of Perceived Social Support (N =366)

Variables	Nuclear (Valid n = 166)		Joint (Valid n = 187)		t (351)	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	
	WFC	3.04	.56	3.02			.53	.299	
WIF	3.66	.68	3.70	.61	.539	.59	-.10	.17	-
FIW	2.67	.59	2.60	.58	1.06	.29	-.19	.06	-
SS	3.25	.63	3.41	.65	2.36	.01	.03	.29	-0.24
WRSS	38.05	7.77	39.26	7.86	1.44	.15	-.44	2.85	-
Supervisor SS	18.33	4.07	20.28	4.68	4.17	.001	1.02	2.86	0.44
Coworker SS	19.03	4.17	19.84	4.92	1.66	.09	-.14	1.78	-
NWRSS	43.46	9.41	46.48	9.84	2.89	.004	.97	5.09	-
Spouse SS	19.41	4.03	21.95	5.42	4.87	.001	1.5	3.55	0.51
Family SS	17.02	4.27	18.06	4.24	2.28	.02	.14	1.94	0.24
JS	9.30	2.73	9.95	2.55	2.27	.02	.08	1.19	0.24
TI	9.08	2.92	9.99	3.48	2.63	.009	.23	1.58	0.28
MS	16.95	4.46	18.19	5.18	2.37	.01	.21	2.26	0.25

Note. WFC= Work Family Conflict, WIF= Work-interference-with family, FIW= Family-Interference-with Work, SS = Social Support, WRSS = Work Related Social Support, NWRSS = Non-Work Related Social Support, JS = Job Satisfaction, TI = Turnover Intention, MS = Marital Satisfaction

Table 29 shows that there is nonsignificant difference between Nuclear and Joint family with respect to Work Family Conflict, Work Interference with family and Family Interference with work. However, the Non-work related sources of social support i.e. Spouse support and Family support is significantly greater for Joint family system as compared to Nuclear family system. In addition, the Marital satisfaction is also significantly greater for individuals belonging to Joint family system.

Table 30

Mean, Standard deviation, and t-values for dual earners and non-dual earners on Work Family Conflict, Work-interference-with Family, Family-interference-with Work and Sources of Perceived Social Support (N =366)

Variables	Dual Earners (Valid n = 175)		Non-Dual Earner (Valid n = 175)		t (348)	p	95% CI		Cohen 's d
	M	SD	M	SD			LL	UL	
WFC	3.07	.58	3.00	.51	1.19	.23	-.05	.18	-
WIF	3.70	.69	3.66	.60	.67	.50	-.09	.18	-
FIW	2.67	.61	2.60	.56	1.19	.07	-.05	.20	-
SS	3.25	.56	3.40	.71	2.23	.02	-.29	-.02	-0.23
WRSS	38.11	7.21	38.95	8.39	.99	.32	-2.49	.82	-
Supervisor SS	18.66	4.31	19.80	4.53	2.42	.01	-2.07	-.21	0.25
Coworker SS	18.85	4.33	19.87	4.68	2.11	.03	-1.97	-.07	0.22
NWRSS	43.46	8.17	46.49	10.94	3.01	.003	-5.25	-1.10	-0.32
Spouse SS	20.30	4.67	20.91	5.07	1.16	.24	-1.64	.42	-
Family SS	16.77	3.86	18.26	4.59	3.25	.001	-2.38	-.58	0.34
JS	9.50	2.58	9.64	2.75	.47	.63	-.7	.42	-
TI	9.45	3.01	9.57	3.42	.34	.72	-.79	.55	-
MS	16.40	3.97	18.56	5.40	4.22	.001	-3.15	-1.15	0.45

Note. WFC= Work Family Conflict, WIF= Work-interference-with family, FIW= Family-Interference-with Work, SS = Social Support, WRSS = Work Related Social Support, NWRSS = Non-Work Related Social Support, JS = Job Satisfaction, TI = Turnover Intention, MS = Marital Satisfaction.

Table 30 shows nonsignificant mean difference between dual earners and non-dual earners with respect to Work Family Conflict, Work Interference with family and Family Interference with work. There is nonsignificant differences between the two groups as far as Work related sources of social support is concerned, however, the Non-work related sources of social support is significantly greater for Non-dual earners. The difference is significant for Marital Satisfaction ($t = 4.22, p \leq .001$) with higher mean scores ($M = 18.56, SD = 5.40$) for Non-dual earner group.

Table 31

Mean, Standard deviation, and t-values for job status on Work Family Conflict, Work-interference-with Family, Family-interference-with Work and Sources of Perceived Social Support (N =355)

Variables	Permanent (Valid n = 309)		Contractual (Valid n = 46)		t (350)	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	
WFC	3.00	.55	3.21	.47	2.42	.01	.04	.38	-0.41
WIF	3.66	.66	3.81	.52	1.55	.12	-.04	.36	-
FIW	2.61	.59	2.83	.55	2.40	.01	.04	.41	-0.38
SS	3.32	.64	3.38	.67	.62	.53	-.14	.26	-
WRSS	38.59	7.82	38.62	7.81	.024	.98	-2.43	2.49	-
Supervisor SS	19.12	4.49	20.00	4.34	1.26	.21	-.52	2.28	-
Coworker SS	19.39	4.52	19.31	4.83	.11	.90	-1.5	1.35	-
NWRSS	44.66	9.62	46.29	10.41	1.02	.34	-1.52	4.78	-
Spouse SS	20.67	4.88	20.40	5.07	.34	.72	-1.81	1.26	-
Family SS	17.48	4.26	17.68	4.46	.29	.76	-1.14	1.55	-
JS	9.59	2.71	9.54	2.41	.11	.90	-.89	.80	-
TI	9.37	3.18	10.41	3.40	2.05	.04	.04	2.04	0.21
MS	17.49	4.79	17.73	5.24	.30	.76	-1.28	1.76	-

Note. WFC= Work Family Conflict, WIF= Work-interference-with family, FIW= Family-Interference-with Work, SS = Social Support, WRSS = Work Related Social Support, NWRSS = Non-Work Related Social Support, JS = Job Satisfaction, TI = Turnover Intention, MS = Marital Satisfaction

Table 31 presents mean differences between permanent and contractual employees on Work Family Conflict, Work Interference with family, Family Interference with work and Sources of social support. The difference is significant for Work family Conflict and Family-interference with work ($t = 2.42, p \leq .01, 2.40, p \leq .01$ respectively) as mean scores is higher for contractual employees ($M = 3.21, SD = .47; M = 2.83, SD = .55$ respectively). There is nonsignificant difference between contractual and regular/permanent employees both on Work related and Non-work related sources of social support. However, the mean scores on Turnover intentions are significantly high for contractual employees as compared to regular/permanent employees.

Table 32

Mean, Standard deviation, and t-values for availability of paid help on Work Family Conflict, Work-interference-with Family, Family-interference-with Work and Sources of Perceived Social Support (N =366)

Variables	Paid help available (Valid $n = 105$)		Paid help not available (valid $n = 239$)		t (342)	p	95% CI		Cohen's d
	M	SD	M	SD			LL	UL	
	WFC	3.00	.54	3.05			.55	.79	
WIF	3.67	.63	3.68	.66	1.72	.86	-.16	.14	-
FIW	2.54	.57	2.68	.59	1.9	.05	-.27	-.00	-0.24
SS	3.34	.65	3.33	.65	.007	.99	-.15	.15	-
WRSS	39.16	7.91	38.33	7.83	.893	.77	-.99	2.6	-
Supervisor SS	19.69	4.96	19.00	4.28	1.29	.19	-.35	1.72	-
Coworker SS	20.33	4.64	18.98	4.52	2.52	.01	.29	2.40	0.27
NWRSS	44.24	9.79	45.32	9.75	.92	.63	-3.39	1.2	-
Spouse SS	21.45	5.04	20.21	4.82	2.12	.03	.09	2.37	0.22
Family SS	17.17	4.33	17.71	4.29	1.06	.28	-1.54	.45	-
JS	9.7	2.51	9.55	2.75	.46	.64	-.47	.76	-
TI	9.47	3.37	9.45	3.17	.05	.95	-.72	.76	-
MS	16.73	4.49	17.83	4.98	1.91	.05	-2.22	.03	0.20

Note. WFC= Work Family Conflict, WIF= Work-interference-with family, FIW= Family-Interference-with Work, SS = Social Support, WRSS = Work Related Social Support, NWRSS = Non-Work Related Social Support, JS = Job Satisfaction, TI = Turnover Intention, MS = Marital Satisfaction

Table 32 shows significant mean differences on Family-interference with work ($t = 1.90, p < .05$). It was significantly high for those individuals for whom the paid help was not available and the Marital satisfaction was significantly low for those having the availability of paid help whereas Coworker support ($t = 2.52, p \leq .01$) and Spousal support ($t = 2.12, p \leq .05$) were significantly high for those having the availability of paid help.

Table 33

Mean, Standard Deviation and F values for work family conflict (Work-interference-with Family & Family-Interference-with Work) and Social Support (Work Related & Non-Work Related Sources) among Occupations (N = 247)

Scale	Managers (n = 122)		Doctors (n = 96)		Nurses (n = 29)		F (df = 2)	i-j	Mean D(i,j)	95% CI		
	M	SD	M	SD	M	SD				SE	LL	UL
WFC	2.94	.60	57.28	10.76	57.50	10.14	7.45**	Doctors >Managers* Nurses > Managers*	-.26**	.07	-.44	-.09
WIF	3.6	.61	38.37	7.13	37.62	6.84	4.21*	Doctors >Managers*	-.25*	.09	-.47	-.04
FIW	2.5	.56	28.23	6.46	29.10	4.93	10.39*	Doctors >Managers* Nurses > Managers*	-.32*	.08	-.51	-.12
SS	3.56	.67	76.74	14.14	80.46	12.37	3.20*	Managers >Doctors*	.21*	.08	.00	.42
Supervisor SS	19.87	4.64	18.14	4.17	18.20	4.17	4.39*	Managers >Doctors*	1.72*	.62	.23	3.22
Coworker SS	20.93	4.68	17.57	4.26	18.19	3.90	16.39**	Managers >Doctor* Managers >Nurse*	3.36**	.60	1.89	4.82
NWRSS	46.57	10.62	43.01	9.28	42.85	9.85	4.01*	Managers >Doctor*	3.56*	1.36	.26	6.86
Spouse SS	22.22	5.18	18.65	4.02	19.28	3.47	16.87**	Managers >Doctor* Managers >Nurse*	3.57**	.63	2.03	5.11
Family SS	18.11	4.69	16.43	3.99	17.10	2.69	4.18*	Managers >Doctor*	1.68*	.58	.27	3.09
JS	9.37	2.73	10.36	2.61	9.57	2.96	3.54*	Doctor >Manager*	.98*	.37	-1.88	-.08

Note. WFC = Work Family Conflict, WIF = Work-interference-with Family, FIW = Family-Interference-with Work, SS = Social Support, WRSS = Work Related Social Support, NWRSS = Non-Work Related Social Support, JS = Job Satisfaction.

* $p < .05$, ** $p < .01$

Table 33 shows Mean, Standard Deviation and *F* values for Work Family Conflict. Work Family Conflict mean difference between doctors and managers as well as nurses and managers was significant indicating greater Work Family Conflict for doctors and nurses as compared to managers. Work-interference with Family for doctors was also significantly greater than managers. Family-interference-with work is more strongly felt by doctors and nurses than managers. Over all Social support as well as supervisory support was perceived as significantly greater for managers as compared to doctors. Coworker social support is perceived to be higher for managers as compared to doctors as well as nurses. Overall Non-work social support as well as family support is more for managers than doctors. Whereas spousal support is significantly more for managers than both doctors and nurses. For outcome variables only significant difference was found for Job satisfaction that is greater for doctors than managers.

Table 34

Two-Way ANOVA showing effect of Levels of Work related Social Support and gender on Work Family Conflict, Work-Interference-with family and Family Interference-with Work

Work-related Social Support	<i>n</i>	Men (Valid <i>n</i> = 178)		Women (Valid <i>n</i> = 116)	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
WFC					
High SS	150	2.79	.57	2.92	.64
Low SS	144	3.25	.34	3.37	.44
WIF					
High SS	150	3.50	.71	3.53	.76
Low SS	144	3.87	.43	4.03	.54
FIW					
High SS	150	2.31	.60	2.40	.60
Low SS	144	2.91	.41	3.03	.51

Note. WFC= Work Family Conflict, WIF = Work-interference with Family, FIW = Family-interference with work

Table 31 gives gender (2 levels) and Work- related social support (2 levels) on Work Family Conflict and its two dimensions through 2x2 ANOVA. Only valid numbers of cases were included in data analysis.

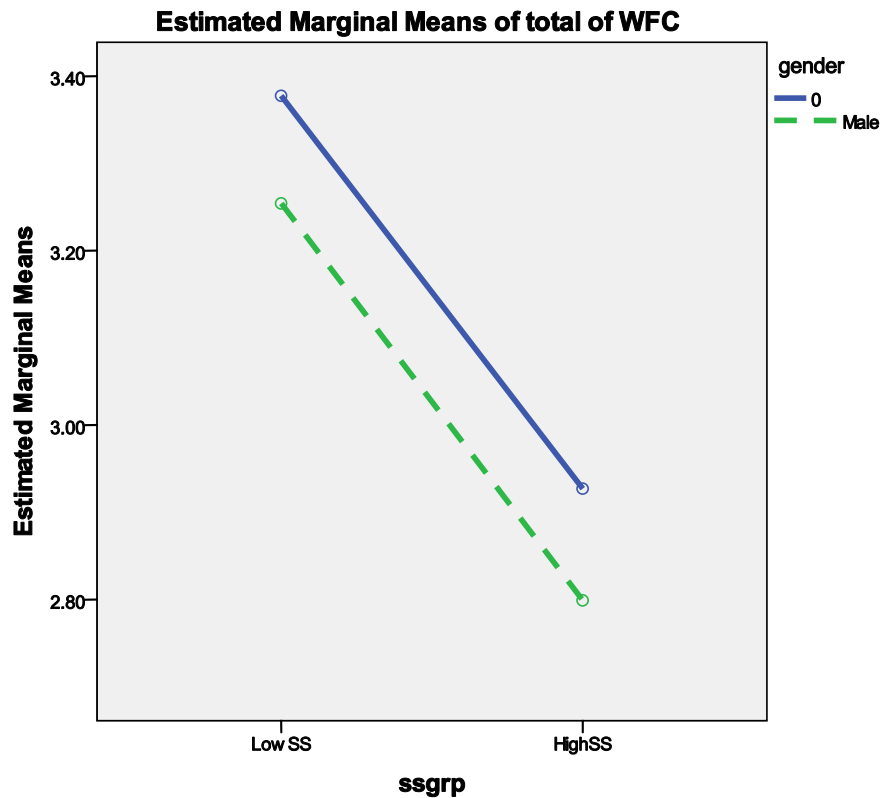


Figure 7. Comparing means of gender on Work Family Conflict (WFC) along Work related Social Support

F Statistics corresponding to Work related social support is 53.60 at $p < .0001$, whereas for gender it is 9.33 at $p < .05$. The interaction between Work related social support and gender is nonsignificant, $F = (1, 283) = 0.007$, $p = .934$. Work related social support and gender have a significant impact on work family conflict of employee's, that is, high levels of work related social support is related to low levels of work family conflict for both men and women.

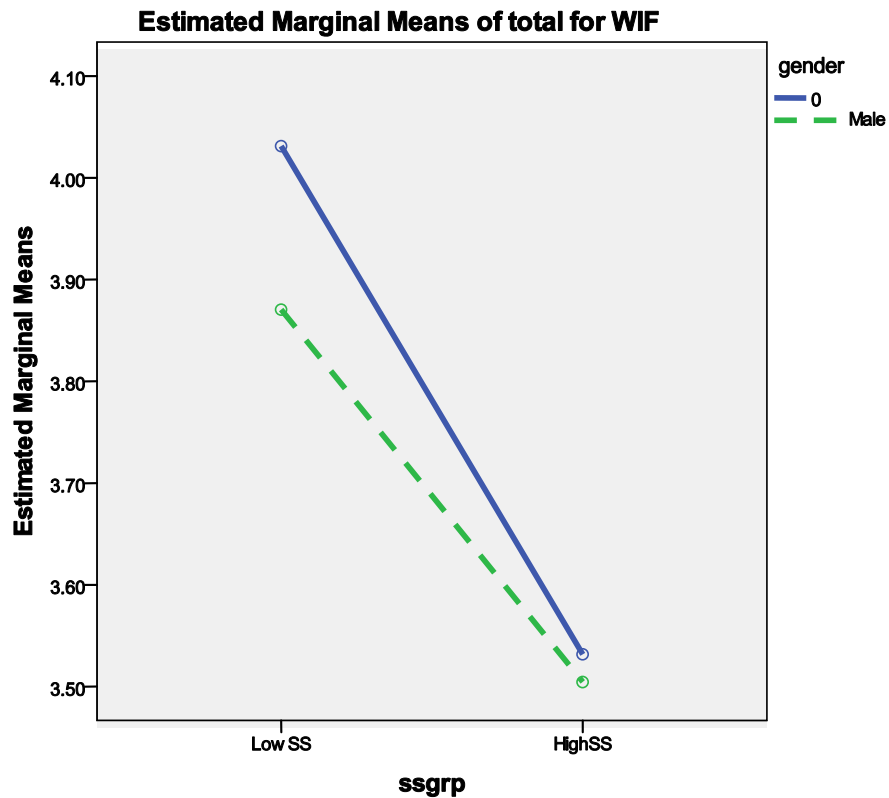


Figure 8. Comparing means of gender on Work-Interference-with Family (WIF) along Work related Social Support

Results revealed significant main effect of Work related social support ($F = (1, 283) = 43.40, p < .001$) and gender ($F = (1, 283) = 4.60, p < .05$) on Work Interference with Family of the individuals. The interaction between Work related social support and gender does not affect the Work Interference with Family, $F = (1, 283) = .27, p = .603$. It shows that high levels of Work related social support is related to low level of Work Interference with Family for both men and women.

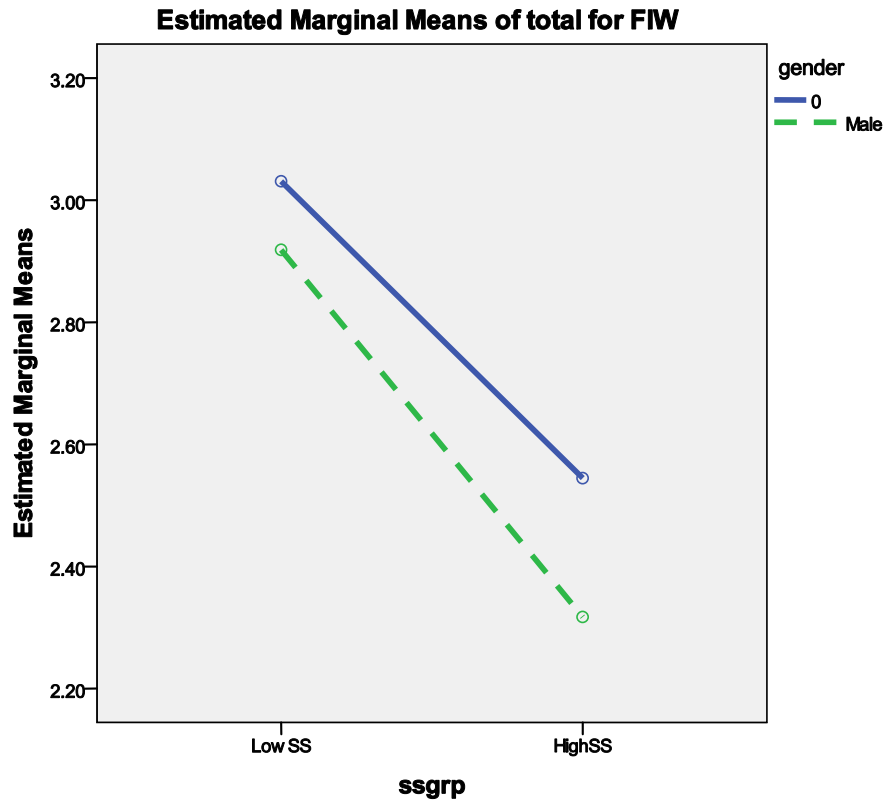


Figure 9. Comparing means of gender on Family-Interference-with Work (FIW) along Work related Social Support

Work related social support and gender have a significant impact on Family Interference with Work of individuals. F statistics corresponding to Work related social support is 59.64 at $p < .0001$ and for gender it is 13.58 at $p < .0001$. However, the interaction between Work related social support and gender does not affect the Family Interference with Work significantly, $F(1,283) = .049$, $p = .684$.

Similar pattern of results were obtained for Non-work related social support whereby non significant interaction of non-work related social support and gender was obtained.

Chapter - IV**DISCUSSION**

The objective of the main study was to examine the relationship of Work Family Conflict (Work-Interference with Family and Family-Interference with Work) with both Work related (Job Satisfaction and Turnover Intentions) and Non-work related outcomes (Life Satisfaction and Marital Satisfaction). It also aimed to investigate the moderating role of different aspects of social support and gender in relation between two dimensions of Work Family Conflict (Work-Interference with Family and Family-Interference with Work) and outcomes. Furthermore, the study also explored the role of various demographic variables with reference to study variables. The inquiry was conducted in two parts i.e., Study-I and Study-II each with independent sample. The present study employed a cross-sectional questionnaire-based survey design in which self-report measures were used.

Study-1 was specifically designed for addressing the psychometric properties of instruments that was to be used in Study-II, that is, Main study for hypothesis testing. The scholar followed a step-by-step procedure in addressing reliability and validity issues in local organizational context and the initial evidences as far as possible were provided. Although reliability values for Work Interference with family and Job Satisfaction scale scores was .63 and .60 respectively which was quite low. However, it is suggested that lower reliability is acceptable in cases where individual scale scores are aggregated at the group level for data analysis (Abel, Springer & Kamata, 2009). Hudson (1992) suggests that for a large sample research work, a reliability co-

efficient of even .60 used to be considered acceptable as reliability is not inherent in the test itself, but rather a function of test items, the sample, the situation, and so forth (Kline, 2005). Despite the many positive aspects, further validation research in local context is needed in future.

The first hypothesis (1 a) anticipated that Work Family Conflict will be negatively related to Job Satisfaction and Marital Satisfaction. The analysis revealed that Work Family Conflict was significantly correlated with both Job Satisfaction and Marital Satisfaction. These findings support those of Aryee et al. (1999), Anafarta (2011) and Judge et al. (1994). Past research has found the work and family roles to be the two important domains as part of an individual identity; a person experiencing role conflict may perceive the source of that stress negatively and will be low on satisfaction. It has also been suggested that job satisfaction is influenced by the incompatibility of the work requirements with other roles. Thus, an increase in role conflict i.e. Work family conflict the individual's satisfaction with their job will decrease. Findings of the present study revealed that work family conflict is significantly negatively associated with Marital Satisfaction. Past literature in this regard yielded inconsistent findings (Allen et al., 2000) but support the negative association between work family conflict and marital satisfaction (Ahmad, 2003; Chiu, 1998) ; Mauno & Kinnunen, 1999). There is generally found to be a spillover between jobs related factors and marital satisfaction. It is also noticed that characteristics of employment outside the home affect functioning at the home, (e.g., Hughes, Galinsky, & Morris, 1992) likewise, characteristics of one's non-work or family domain can influence experiences at work (e.g., Kirchmeyer, 1992).

The second assumption (1 b) was that Work Family Conflict will be positively related to turnover intention. The current study revealed counterintuitive findings. The Work Family Conflict was significantly negatively related to turnover intention instead of positively related. Previous findings are mixed in this regard as some studies did find a significant negative association (Boyar, Maertz, Pearson, & Keough, 2003; Netmeyer et al., 1996, 2004), no correlation (Kossek & Ozeki, 1999), or negative correlation (Aryee, 1992; Lyness & Thompson, 1997). A possible explanation for such a relation is that Intention to quit one's job might be a distal variable that may get affected by other job related factors e.g. job stress, burnout etc (Allen et al., 2000). Another plausible reason for the current study findings may be the fact that Pakistan is a developing country and Turnover Intention may not solely depend on conflict between work and family roles. Also for bread earners supporting and caring for their families remains as the most important aspect of their dual role participation. The same has been argued by Aryee (1992) for a significant negative correlation between job-parent and job-homemaker role and intention to quit one's job. However, these counter intuitive findings needs to be explored further by examining the mediating variables and with different set of samples.

The hypothesis (2 a) that Work Interference with Family will be negatively related to Job Satisfaction and positively related to Turnover Intentions was not supported by the data. A meta-analysis Michel et al. (2009) found both Work-interference-with family and Family-interference-with work having low correlations with satisfaction variables. Similarly, Greenhaus et al. (1997) found a substantially low relationship for turnover intention and suggested to explore the role of job satisfaction as a mediating variable.

It was hypothesized (2c) that Work-interference-with family will be negatively related to Marital Satisfaction was supported by the data and is consistent with past researches (e.g., Aycan & Eskin, 2005; Rogers and Amato, 2000). It is usually assumed that as husbands and wives both become occupied with taking on more responsibilities in areas of life that were previously delegated to the other sex, they experienced more of role conflict. Thus, generally research supports the hypothesis that increase work to family conflict is associated with decreased marital satisfaction as it affect the overall family functioning and satisfaction (e.g., Ford, Heinen, & Langkamer, 2007).

It can thus be summarized that work family conflict significantly correlate with work related outcomes i.e. job satisfaction and turnover intention; and non-work related outcomes i.e. marital satisfaction. However the relationship of work family conflict and turnover intention was counterintuitive. Moreover Work-interference-with family did not significantly correlated with work-related outcomes i.e., job satisfaction and turnover intention. Whereas, Family-interference-with work was significantly correlated with non-work related outcomes i.e. marital satisfaction.

It was hypothesized that supervisor support will moderate effects of negative correlation between Work Interference with Family and Job Satisfaction (3a) and will moderate positive relation between Work Interference with Family and Turnover Intentions (3c) was supported by the data. The findings are consistent with past literature that indicates that a supportive relations at work, especially support by supervisor, help to reduce the negative work related outcomes (Batt & Valcour, 2003; Carlson & Perrewe, 1999; Thomas & Ganster, 1995). Rodgers and Rodgers (1989) study concluded that supervisory support was not only important for the individuals

but also for the well-being of the whole family as with the help of supervisor reduced levels of work related interventions at home help employees in better manage their home life .

It was anticipated that coworker support will moderate the relationship between Work Interference with Family and work related outcomes (3b & 3d). The analysis revealed that coworker support buffered the negative effects of Work Interference with Family, both at high and low level for job satisfaction. For Turnover intention with greater co-worker support at increased level of Work Interference with Family, intention to quit the job are at minimum. These results are in line with previous research that acknowledges contribution of multiple sources of work places social support in attitudinal variables (Van Daalen et al., 2006).

The hypothesis that spousal support (4 a) and family support (4 c) will moderate the Family Interference with Work and marital satisfaction relationship was not supported. Although past research findings have found spousal support as an important moderator in reducing effects of Family Interference with Work (Aryee et al., 1999). The non-significant finding may be attributed to lack of control variables e.g. role salience etc. Also the findings of the studies stressing upon cultural differences where collectivism and individualism play its part in the perception of work family conflict as a stress variable, as a segmented vs. integrated variable and prevalence of egalitarian vs. non-egalitarian gender roles. (e.g., Rajadhyaksha & Desai, 2006; Yang, 2005). These variables might affect the findings of the study therefore is needs to further test these findings in specific cultural context.

It was anticipated that gender will moderate the relationship between Work Interference with Family and work related outcomes (Job Satisfaction & Turnover

Intentions) referring to hypothesis (5 a & 5 b). Findings did not support the moderating role of gender in Work Interference with Family and Job Satisfaction relationship. However, it was significant for turnover intention. The non-significant moderating role of gender for Job Satisfaction may be attributed to uneven number of women participants. Both men and women participants were from managerial as well as non-managerial positions and research literature has shown that management position has a greater influence on work family conflict where work-interference-with family is greatly felt at upper management level (Byron, 2005) as well as the greater percentage of parents in a sample moderate relationships between work family role conflict and its antecedents and outcomes. The sample for presents study consisted of all married participants but it is unclear from sample description if majority of these were working parents (as sample did not have exclusive dual-earners).

The moderating role in Work Interference with Family and Turnover Intentions relationship seems to differently affect both men and women as far as the results of present study are concerned. For men the difference at high and low level of work-interference-with family is only marginally different. Boyers, Maertz, and Pearson (2005) found gender to be a moderator in relation between work family conflict and turnover intention. Results of moderation analysis reveals that for women the turnover intention is higher at low level of work-interference-with family but very low at higher level of work-interference-with family. One of the possible reasons for this finding may be the decision process of working that is different for men as compared to women. In non-egalitarian societies like Pakistan where men are the sole bread earners; intentions to quit a job may imply differently for both the genders. Work-interference-with family is a situation where quitting a job is not a wise choice

for women as a lot of pressures are faced by women folks in the first place when a female decide to work that may lead to escalation of commitment as well as urge to prove oneself despite the difficulties of balancing multiple roles. In case of low interference from work, having higher turnover intention reflects that women are neither considered bread earners nor career makers in egalitarian societies therefore in case of work not interfering with family life it is a women discretion to leave the job at will.

The hypothesis (7) that low level of social support at work is more strongly related to Work-interference-with Family for women than men was not supported by the data. Low level of work related social support is related to high levels of work-interference-with family irrespective of gender.

In summary, work related sources of social support i.e. supervisory support as well as coworker support significantly moderates the Work-interference with family and Work related outcomes i.e., job Satisfaction and Turnover Intentions relationship. Non-work related sources of social support i.e., spouse support and family support did not moderate the Family-interference with work and Non-work related outcomes relation i.e. marital satisfaction. Gender significantly moderates the work-interference with family and Work related outcome i.e. turnover intention relation, but not for job satisfaction, whereas, gender did not significantly moderate the Family-interference with work and Non-work-related outcome relationship, that is, Marital satisfaction.

One of the objectives was to explore gender differences on dimensions of work family conflict in local context. The results for gender differences revealed that women experienced more Work Family Conflict and Family-Interference with work as compared to men. This is in line with previous research that found women to

experience more of Work family Conflict (Cinamon & Rich, 2002) and Family-Interference-with work (Williams & Alliger, 1994; Behson, 2002). Carlson et al. (2000) found women to experience more strain based and time based Family-Interference-with work as well as higher level of strain based Work Interference with Family (Van Dallen, 2006). The non-significant difference in experience of work-interference-with family is also in line with previous research whereby most studies across cultures found most strong support for women experiencing family interference with work hypothesis as compare to women experiencing work-interference-with work (Milkie & Peltola, 1999) and not work-interference-with family.

Additional Findings

Interesting findings were revealed with reference to demographic as well as some of the outcome variables that are discussed in the following paragraphs.

Demographic related analysis. For demographic variables the results of correlation show that with increase in work hours Work family Conflict, Work-Interference-with and Family-Interference -with work will be higher. With increase in age only Work-Interference-with family was found to be higher and no relationship was found for more dependants and increased levels of work family conflict. For work hours the results of present study are consistent with the findings of Frone, Yardley, and Markel (1997), Byron (2005), and Allan, Loudoun, and Peetz (2007). Most respondents work for eight to eleven hours a day while more than nine hours a day are regarded as long working hours. Managers and team leaders in telecom sector,

banks and doctors in hospital feel a strong two-way pull in maintaining a balance between work and family due to long working hours. Due to the position and nature of work responsibility increases demanding extended working hours that results in greater work-family conflict. From the results of present study, it can be concluded that working hours is a major variable that affects the work–family conflict. It is understandable as time is a scarce resource and an increase in the time an employee is supposed to be at work will decrease the amount of time available at his/her disposal for family responsibilities.

Nuclear and joint families. Nonsignificant difference between nuclear and joint family was found with respect to Work Family Conflict, Work-interference-with family and Family-interference-with work. Social support overall is available to individuals part of joint family system as well as supervisory social support is also more in case of individuals living in joint families which is a strong feature of collectivistic societies like Pakistan. This is also true for non-work related sources of social support, that is, spouse and family support that was significantly greater for joint family system as compared to nuclear family system. In addition, mean for marital satisfaction as well as job satisfaction as outcome variable is greater for joint family system but on the other hand turnover intention is also found to be more in case of individuals who are part of joint families which basically says about the dynamics of an extended family where satisfaction related outcomes are better than individual living as a nucleus but leaving a job may be attributed to either financial burdens or contrary to that to facilitation one gets as a result of pooling up the resources in a joint system.

Dual-earner and non-dual earners. In case of dual-earners and non-dual earners (meaning families where only one partner is working) nonsignificant difference was found for dual and non-dual earners with respect to work family conflict, work-interference-with family and family-interference-with work. Non significant difference between dual and non-dual earners was found as far as work related sources of social support are concerned. Mean for overall perception of social support, supervisor support, co-worker support, non-work related social (both spouse & family) is significantly higher for non-dual earners than those of dual earners. In case of outcome variables mean difference was significant only for marital satisfaction whereby mean is higher for non-dual earners. The earlier theories on gender roles, work and family indicate that highly specialized gender-roles or in other words asymmetric mutual dependence of partners on one another where husband is responsible for bread earning and wife specializes in domestic work marital satisfaction and stability are the natural outcomes (Thompson & Walker as cited in Korabik, Lero & Whitehead, 2008)

Employment status (contractual /permanent). Work family conflict and family-interference-with family were high for contractual employees as compared to permanent employees. Nonsignificant difference between contractual and permanent employees was found both on work and non-work related sources of social support. However, the turnover intention was high for contractual employees as compared to permanent employees. This reflects the job insecurity that employees on a contract face. Work family conflict as well as family-interference-with work is also

significantly greater for contractual employees showing effect of work security on managing role related stress as being a contractual employee is an added stressor. In case of outcome variables only turnover intention is significantly greater for contractual employees depicting the insecure and low commitment ties of employees who do not have job security.

Availability of paid help. Family-interference-with work was significantly high for those individuals for whom paid-help was not available. However marital satisfaction was significantly low for those having the availability of paid help. Family-interference with work is higher for individuals having no paid help available to them at homes. This finding is understandable as it is a norm to have any paid help at your disposal for household related chores in case of both dual and non-dual earners amongst the working middle class of Pakistan.

Occupations. Medical care staff (both doctors as well as nurses) experience greater work family and work-interference-with family role conflict than managers while managers have greater perceptions of available support. This may be due to rotation of job and night shifts that according to Presser (2000) is associated with greater marital instability and Work-family conflict (Moen & Yu, 2000).

Cross-domain verses same-domain. Cross-domain verses same-domain outcomes for Work Family Conflict. One of the objectives of the study was to examine cross domain verses same domain outcomes for Work Interference with Family and Family Interference with Work. The results of the study present an

unclear picture as both work to family and family to work conflict is correlated significantly positively with life satisfaction and only family-interference with work is significantly negatively related with job satisfaction. Previous literature provides support for same domain (Amstad et al., 2011) as well as cross domain effects of work family conflict directions (Carlson et al., 2000; Frone et al., 1997). Further study is needed to clarify these relations across context, samples, or method.

Culture specific findings. Results also indicated that for the present sample work-interference-with family is more prevalent than family-interference-with work. This finding is in line with results obtained in cross cultural researches that highlight the prevalence of perception of work-interference-with family in Asian societies due to the greater importance of family and time sacrificed for the well-being of family is legitimately accepted (Aryee, 1999; Frone et al., 1992; Yang, 2005). For present research, the scale mean for work-interference-with family (WIF) (3.67) and family-interference-with work (FIW) (2.63) was obtained. Similar pattern of results (Yang, 2005) were also obtained for United States (WIF=2.48; FIW =1.77) as well as for China (WIF=2.84; FIW= 1.91).

Summary and Implications

In the light of the results of the present study it is evident that work family conflict has many facets. The findings of the present research indicate that the

consequences of work-family conflict are varied and thus work family conflict taken as a separate construct along with its directions and types must be taken into account in order to provide support in reducing conflict in relevant domain.

Although, Pakistani organizations lag behind in policy making related to work stressors, organizations may develop systems of support network within the organization to help promote work family balance outside the organization for appropriate alleviation of Work Family Conflict thereby reducing adverse consequences for working men and women.

It can be concluded from the findings of present research that work family conflict is a multifaceted construct that has complex array of relationships with stress full outcomes. Results of present research revealed work family conflict outcome relationship for work family conflict in such a way that it is related to job satisfaction and turnover intention; the relationship though with turnover intention is not in the expected direction.

Significant findings with reference to sources of social support indicate that Supervisor Support is effective in reducing work-interference-with family for job satisfaction and turnover intention. Coworker Support is also effective in reducing Work-Interference-with family only in case of job satisfaction. Gender only moderated the relation between Work-interference-with work and Turnover intentions.

The results of the present research highlight the prevalence of Work-interference with family more than Family-interference-with work. Also, it is evident from the results that women perceive more Family-interference-with work as well as Work Family Conflict as compared to men. The direction of Work family conflict relate differently to various sources of support making it important for policy makers

as well as future researchers to keep the distinction in conflict as well as support in mind while making suggestions in reducing the effects of work related as well as non-work related stress for both the genders.

Conclusion

The purpose of present study was four fold. First, the relationship with Work Family Conflict (Work-interference-with family & Family-interference-with work) with Work and Non-work related outcomes was examined. Second, the current framework of research on Work Family Conflict and outcome was broadened and sources of social support were examined as possible moderators of relation between work family conflict (both work-interference-with family & family-interference-with work) and outcomes (both work and non-work outcomes). Third, the role of different demographic variables with reference to study variables was explored. Fourth, the examination of six-dimensional model of work family conflict in local organizational context was also investigated.

Overall, the present study has demonstrated that Work Family Conflict was significantly related with both Work related outcomes, that is, job satisfaction and turnover intentions; and Non work related outcomes, that is, marital satisfaction. However the relationship of Work Family Conflict with turnover intentions was counterintuitive. Work-interference-with family was not significantly correlated with work-related outcomes, that is, job satisfaction and turnover intention. Family-interference-with work was significantly correlated with Non-work related outcomes, that is, marital satisfaction.

The result provided some support for the moderating role of sources of social support and some of the predictions related to the moderating role of sources of social support in mitigating or exacerbating the negative effects were supported. The Work related sources of social support, that is, Supervisory support as well as Coworkers support significantly moderates the Work-interference-with family and Work related outcomes, that is, Job Satisfaction and Turnover Intentions relationship. Non-work related sources of social support, that is, Spousal support and Family support did not moderate the Family-interference-with work and Non-work related outcomes, that is, Marital satisfaction. The study also demonstrated the moderating role of gender and found that it significantly moderates the Work-interference-with family and Work related outcome, that is, Turnover intentions, rather than Job satisfaction, whereas, gender did not significantly moderate the Family-interference-with work and Non-work-related outcome relationship. The study found that the women were significantly high on Work Family Conflict and Family Interference with Work. Women were also significantly low both on Work and Non work related Sources of Social support. The validity of six-dimensional model of work family conflict scale (Carlson et al. 2000) was fairly supported in the local context.

Limitation and Suggestions

The present research has considered studying those constructs that are highly related as they are attitudinal variables. Testing these constructs in a cross-sectional survey research is not ideal as many confounds may affect the results. Therefore,

multi method or mix method studies having qualitative part may help to supplement the observations obtained through survey. Also data of predictor and criterion variables has been collected in a set of single self-report questionnaires therefore inviting mono-method bias.

Large sample with greater number of women participants will make it possible to have gender wise comparison on the study variables. As the sample for the present study was based on married men and women from service sector organizations (banks, telecom and health sector); women participation was low as banking and telecom sector are traditionally male dominated sectors; have greater work hours and usually don't have segregated work environments therefore female labor force participation is relatively low. Due to lesser number of women participants gender-wise model testing could not be carried out. The results of moderation analysis for both the genders may also be considered with caution. Also a-priori power analyses are preferred over Post-hoc test therefore future researches with a priori power analysis must be conducted to determine sample size requirements.

It is also suggested for future research studies to explore the factor structure of Work Family Conflict six-dimensional model and suggest any indigenous changes in the existing model on the basis of exploration of relevant factors.

Present research did not incorporate different types of social support as instrumental, informational and emotional support both at work and non-work place. So it was difficult to differentiate which facets of support have more effect on outcome variables (Turnover Intention, Job, and Marital Satisfaction).

In future studies, demographic variables such as education, monthly income, marital duration, age of youngest child should be taken as control variables so as to understand important aspects of Work-family conflict and Social support.

Model testing of the constructs studied in the present research may yield more significant paths in understanding complex relations amongst the variables in order to have a more generalizable model exploring cross-domain outcomes of both directions of conflict; Work-Interference-with family, Family-interference-with work.

To further understand the consequences of Work-interference-with family and Family-interference-with work, future research studies must test theoretical relationships between variables other than those studied in the present research e.g. antecedents to consequences and various mediators such as job stress, work overload, role salience etc. as well as including proximal and distal variables of Work Family Conflict distinctly.

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Appendix A

Dear Participant:

This research is being carried out to explore different aspects of work and family roles and their related outcomes as part of research program. Researcher is a doctoral student at National Institute of Psychology, Quaid-I-Azam University. Your cooperation and participation is highly appreciated in this regard.

Your participation in this research is completely voluntary & the information obtained from this research will be kept confidential and will only be used for research purpose. If you decide to participate, we would be thankful to you for your time and energy.

If you require any information about this study, or would like to speak to the researchers, please e-mail: memuqtadir @ hotmail.com .

Consent:

I have read the above information regarding this research study and consent to participate in this study.

Signature: _____

Date: _____

Work Family Conflict Scale

The statements below ask about how you feel about your work (job/duty/office) and non-work (family/home) roles. Read each statement and mark the box reflecting your agreement or disagreement with the statement. You should base your responses on your experience in your current job.

Response Items: Strongly Disagree (1) to Strongly Agree (5)

S #	Statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1.	My work keeps me away from my family activities more than I would like					
2.	The time that I must devote to my job keeps me from participating in household responsibilities and activities					
3.	I have to miss my family activities due to amount of time I must spend on my work responsibilities.					
4.	The time I spend on family responsibilities often interfere with my work responsibilities.					
5.	The time that I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.					
6.	I have to miss work activities due to amount of time I must spend on my family responsibilities.					
7.	When I get home from work I am often too tired to participate in family activities/responsibilities.					
8.	I am often so emotionally drained when I get home from work that it prevents me from contributing to my family life.					
9.	Because of all the pressures at work, sometimes when I come home I am too stressed to do things I enjoy.					
10	Due to stress at home, I am often preoccupied with family matters at work.					
11.	Because I am often stressed from family					

	responsibilities, I have a hard time concentrating on my work.					
12.	Tension& stress from my family life often reduce my ability to do my job.					
13.	The problem-solving behaviors I use in my job are not effective in resolving problems at home.					
14.	Behavior that is effective and necessary for me at work would be counterproductive at home.					
15.	The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.					
16.	The behaviors that work for me at home do not seem to be effective at work.					
17.	Behavior that is effective and necessary for me at home would be counterproductive at work.					
18.	The problem-solving behavior that work for me at home does not seem to be as useful at work..					

Appendix B

Revised Work Family Conflict Scale

The statements below ask about how you feel about your work (job/duty/office) and non-work (family/home) roles. Read each statement and mark the box reflecting your agreement or disagreement with the statement. You should base your responses on your experience in your current job.

Response Items: Strongly Disagree (1) to Strongly Agree (5)

S #	Statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1.	My work keeps me away from my family activities more than I would like					
2.	The time that I must devote to my job keeps me from participating in household responsibilities and activities					
3.	I have to miss my family activities due to amount of time I must spend on my work responsibilities.					
4.	The time I spend on family responsibilities often interfere with my work responsibilities.					
5.	The time that I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.					
6.	I have to miss work activities due to amount of time I must spend on my family responsibilities.					
7.	When I get home from work I am often too tired to participate in family activities/responsibilities.					
8.	I am often so emotionally drained when I get home from work that it prevents me from contributing to my family life.					
9.	Because of all the pressures at work, sometimes when I come home I am too stressed to do things I enjoy.					
10	Due to stress at home, I am often preoccupied with family matters at work.					

11.	Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.					
12.	Tension& stress from my family life often reduce my ability to do my job.					
13.	The actions/ways to handle/resolve problems that I use in my job are not effective in resolving problems at home					
14.	Actions/ways that are effective and necessary for me at work would be counterproductive at home.					
15.	The actions that I perform that make me effective at work donot help me to be a better parent and spouse.					
16.	The actions that work for me at home donot seem to be effective at work.					
17.	Actions/ways that are effective and necessary for me at home would be counterproductive at work.					
18.	The actions/ways that work for me at home doesnot seem to be as useful at work.					

Appendix C

Perceived Social Support Scale

In the below given form we would like to know how supported you feel by your organization/ people at your organization or people outside your organization.

S #	Statements	Never	Rarely	Some times	Often	Always
1.	My supervisor (immediate boss) goes out of his/her way to make my life easier.					
2.	It is easy to talk with my supervisor.					
3.	My supervisor can be relied on when things get tough for me at work.					
4.	My supervisor is willing to listen to my personal problems.					
5.	My supervisor respects me.					
6.	My supervisor appreciates the work I do.					
7.	My co-workers go out of their way to make my life easier.					
8.	It is easy to talk with my co-workers/colleague.					
9.	My co-workers/colleagues can be relied on when things get tough for me at work.					
10.	My co-workers/colleagues are willing to listen to my personal problems.					
11.	My co-workers/colleagues respect me.					
12.	My co-workers/colleagues appreciate the work I do.					
13.	My friends can be relied on when things get tough for me at work.					
14.	My friends are willing to listen to my					

	personal problems.					
15.	The administration goes out of its way to make my life easier.					
16.	It is easy to talk with the administrators of my organization.					
17.	The administration of my organization can be relied on when things get tough for me at work.					
18.	Administration of my organization is willing to listen to my personal problems.					
19.	The administration of my organization respects me.					
20.	The administrations of my organization appreciate the work I do.					
21.	My family goes out of their way to make my life easier.					
22.	It is easy to talk with my family.					
23.	My family can be relied on when things get tough for me at work.					
24.	My family is willing to listen to my personal problems.					
26.	My family appreciates the work I do.					

Appendix D

Revised Perceived Social Support Scale

In the below given form we would like to know how supported you feel by your organization/ people at your organization or people outside your organization.

S #	Statements	Never	Rarely	Some times	Often	Always
1.	My supervisor (immediate boss) goes out of his/her way to make my life easier.					
2.	It is easy to talk with my supervisor.					
3.	My supervisor can be relied on when things get tough for me at work.					
4.	My supervisor is willing to listen to my personal problems.					
5.	My supervisor respects me.					
6.	My supervisor appreciates the work I do.					
7.	My co-workers go out of their way to make my life easier.					
8.	It is easy to talk with my co-workers/colleague.					
9.	My co-workers/colleagues can be relied on when things get tough for me at work.					
10.	My co-workers/colleagues are willing to listen to my personal problems.					
11.	My co-workers/colleagues respect me.					
12.	My co-workers/colleagues appreciate the work I do.					
13.	My Spouse goes out of his/her way to make my life easier					
14.	It is easy to talk with my spouse					
15.	My spouse can be relied on when things get tough for me at work as					

	well as at home.					
16.	My spouse is willing to listen to my personal problems.					
17.	My spouse respects me.					
18.	My spouse appreciates the work I do at home as well as at work.					
19.	My friends can be relied on when things get tough for me at work.					
20.	My friends are willing to listen to my personal problems.					
21.	The administration goes out of its way to make my life easier.					
22.	It is easy to talk with the administrators of my organization.					
23.	The administration of my organization can be relied on when things get tough for me at work.					
24.	Administration of my organization is willing to listen to my personal problems.					
25.	The administration of my organization respects me.					
26.	The administrations of my organization appreciate the work I do.					
27.	My family goes out of their way to make my life easier.					
28.	It is easy to talk with my family.					
29.	My family can be relied on when things get tough for me at work.					
30.	My family is willing to listen to my personal problems.					
31.	My family respects me.					
32.	My family appreciates the work I do.					

Appendix E

Job Satisfaction Sub-Scale

Below are three statements with which you may agree or disagree. Using the 1 – 5 scale below, indicate your agreement with each item by circling the appropriate number. The words “work” and “job” refer to all paid employment activities.

1 = strongly disagree

2 = disagree

3 = undecided

4 = agree

5 = strongly agree

S #	Statements	1	2	3	4	5
1.	Generally speaking, I am very happy with my work.					
2.	I frequently think of leaving this job.					
3.	I am generally satisfied with the kind of work I do in my job.					

Turnover Intention Scale

In this section I would like to ask you how you feel about your present job, compared with alternative jobs that You me be interested in or able to obtain. Please mark a Tick () on one of the spaces underneath each question, to indicate how you feel.

1. Thoughts about quitting my job cross my mind.

_____	_____	_____	_____	_____	_____
Strongly Disagree	Rarely	Sometimes	Often	Very Often	All the Time

2. I plan to look for a new job within the next 12 months.

_____	_____	_____	_____	_____	_____
Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree

3. How likely is it that, over the next year, you will actively look for a new job outside of your current organization?

_____	_____	_____	_____	_____	_____
Very Unlikely	Moderately Unlikely	Somewhat Unlikely	Somewhat Likely	Moderately Likely	Very Likely

Appendix G

Life Satisfaction Scale

Below are five statements that you may agree or disagree with. Using the scale below, indicate your agreement with each item by placing the appropriate mark (,) on the line preceding that item. Please be open and honest in your responding.

S #	Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1.	In most ways my life is close to ideal					
2.	The conditions of my life are excellent.					
3.	I am satisfied with my life.					
4.	So far I have gotten the important things I want in life.					
5.	If I could live my life over, I would change almost nothing.					

Appendix H

ENRICH Marital Satisfaction Sub-Scale

Listed below are number of statements to which I would like your responses about your marital life/ your relation with your husband/wife. Please respond to each statement individually and be assured that there are not absolutely right nor absolutely wrong answers. For each statement please indicate your opinion by choosing one of the following.

1 = Strongly disagree
 2 = Disagree
 3 = Undecided

4 = Agree
 5 = Strongly Agree

S #	Statements	1	2	3	4	5
1.	I am happy with how we make decisions and resolve conflicts.					
2.	I am unhappy with our communication and feel my partner doesn't understand me.					
3.	I am happy with how we share our responsibilities in our households.					
4.	I am unhappy about some of my partner's personality characteristics or personal habits.					
5.	I am happy with how we manage our leisure activities and the time we spend together.					
6.	I am unhappy about our financial position and the way we make financial decisions.					
7.	I am pleased with how we express affection and relate sexually.					
8.	I am unhappy with the way we each handle our responsibilities as parents.					
9.	I am happy with our relationship with my parents, in-laws, and my parents friends.					
10.	I feel very good about how we each appreciate our religious beliefs and values					

Revised ENRICH Marital Satisfaction Sub- Scale

Listed below are number of statements to which I would like your responses about your marital life/ your relation with your husband/wife. Please respond to each statement individually and be assured that there are not absolutely right nor absolutely wrong answers. For each statement please indicate your opinion by choosing one of the following.

1 = Strongly disagree
 2 = Disagree
 3 = Undecided

4 = Agree
 5 = Strongly Agree

S #	Statements	1	2	3	4	5
2.	I am happy with how we make decisions and resolve conflicts.					
2.	I am happy with how we share our responsibilities in our households.					
3.	I am happy with how we manage our leisure activities and the time we spend together.					
4.	I am pleased with how we express affection and relate sexually.					
5.	I am unhappy with the way we each handle our responsibilities as parents.					
6.	I feel very good about how we each appreciate our religious beliefs and values					

Final version of Social Support Scale

In the below given form we would like to know how supported you feel by your organization/ people at your organization or people outside your organization.

S #	Statements	Never	Rarely	Some Times	Often	Always
1.	My supervisor (immediate boss) goes out of his/her way to make my life easier.					
2.	It is easy to talk with my supervisor.					
3.	My supervisor can be relied on when things get tough for me at work.					
4.	My supervisor is willing to listen to my personal problems.					
5.	My supervisor respects me.					
6.	My supervisor appreciates the work I do.					
7.	My co-workers go out of their way to make my life easier.					
8.	It is easy to talk with my co-workers/colleague.					
9.	My co-workers/colleagues can be relied on when things get tough for me at work.					
10.	My co-workers/colleagues are willing to listen to my personal problems.					
11.	My co-workers/colleagues respect me.					
12.	My co-workers/colleagues appreciate the work I do.					
13.	My Spouse goes out of his/her way to make my life easier					
14.	It is easy to talk with my spouse					
15.	My spouse can be relied on when things get tough for me at work as					

	well as at home.					
16.	My spouse is willing to listen to my personal problems.					
17.	My spouse respects me.					
18.	My spouse appreciates the work I do at home as well as at work.					
19.	My friends can be relied on when things get tough for me at work.					
20.	My friends are willing to listen to my personal problems.					
21.	My family goes out of their way to make my life easier.					
22.	It is easy to talk with my family.					
23.	My family can be relied on when things get tough for me at work.					
24.	My family is willing to listen to my personal problems.					
25.	My family appreciates the work I do.					

Finally, are a few background questions which will help in understanding your responses?

- H1. Current Designation (Job Title) _____.
- H2. Work Experience (in the present job) _____ yrs.
Work experience (Total) _____ yrs.
- H3. What are your working hrs _____ (do you do any extra job? If yes please mention total working hrs.) _____.
- H4. Status of Job : Contractual/Permanent
- H5. Family System : Joint(husband wife, children and parents/other relatives)/
Nuclear(husband, wife and children)
- H6. Age : _____ yrs; 19_____.
- H7. Qualification: B.A
- H8. Gender : M _____/F_____.
- H9. Marital status: Married/Unmarried/Divorced/Separated/Widow (please indicate years of married life).
- H10. Does your spouse work? Yes/No (please indicate working hrs of your spouse job)_____hrs.
- H11. Do you have extra paid help at home? Yes/No
- H12. How many children/dependants do you have? _____ (please fill in the numbers)
Please mention ages/gender/relationship (with) of the dependants.
- | | | | |
|----|----------|-----|-----------------|
| 1. | _____yrs | M/F | relation: _____ |
| 2. | _____yrs | M/F | relation: _____ |
| 3. | _____yrs | M/F | relation: _____ |
| 4. | _____yrs | M/F | relation: _____ |
- H13. Please indicate any physical ailment that you may have suffered from within past six months.
-

Please check to make sure You have answered all the questions.

