Relationship Between Job Demands and Work Family Conflict Among Call Center Employees

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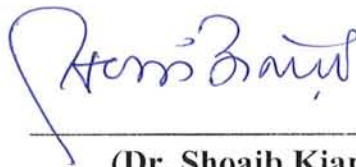# Relationship Between Job Demands and Work Family Conflict Among Call Center Employees

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Arooj Mujeeb

Supervisor

Dedicated

To

My Beloved
Parents

Table Of Contents

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In the name of Allah, the most Merciful and Beneficent

Abstract

The present study aimed to explore the relationship between job demands and work family conflict. It was also intended to determine the role of personal and work related demographics in relation to variables of the study. Sample comprised of employees of call centers in private sectors of Islamabad ($N=300$), which included male ($n= 150$) and female ($n=150$) employees. The constructs were assessed with the Work-Family Conflict Scale (Netemeyer, Boles, & McMurrian, 1996) and subscale of Job Demands from Job Demands-Resources Scale (JDRS) developed by Jackson and Rothmann (2005).The results indicated that job demands have significant positive relationship with work family conflict ($p < 0.0$) Results showed that job demands are significant predictor of work family conflict. Moreover significant gender differences indicated that the job demands are higher in females and lower in males. The findings also showed that the work family conflicts are higher in males and lower in females. Limitations and recommendations for current study were also discussed.

INTRODUCTION

Chapter 1

Introduction

During recent times, the world has witnessed significant changes in workforce composition. Due to economic and cultural reasons, women workforce has increased significantly in rural as well as urban areas, not just internationally but in Subcontinent as well. Though in Subcontinent, most of the rural women are either self-employed, casual workers or they have involved themselves in agriculture (Srivastava, 2010). Currently, majority of the employees have involved themselves in dual-earning lifestyle, that is, work engagement of both partners in order to contribute to their role in family caregiving (Friedman & Greenhaus, 2000). Ironically though, dual-earning, by itself, has been identified as one of the positive factors for marriage satisfaction (Ayub & Iqbal 2012). The significance of evolving demographics, changing gender roles and family dynamics are some of the factors described by Edwards and Rothbard (2000). Globalization, international competition and advances in technology have also been proposed as contributors towards fading the demarcation between the different sections of work and family due to more intermingling among both of these sections. These resulted in increased involvement of men in the family (Ridgeway & Pleck, 1986) and also raised the awareness of employees about the quality of life which is creating a requirement for research in different domains of employment and domestic life. Organizations have responded to this through programs such as leave policy, child care, feasible schedules and workstations, and the programs of employee assistance and relocation (Zedeck & Mosier, 1990).

Work and family spheres are certainly important to all individuals. In previous two decades or so, there has been ample literature combining work and family, through these two apparently different but closely interrelated domains of one's lives (Greenhaus, 2003). With the ever rising prevalence of dual earners, the employees' values are also evolving and, thus, distorting the gender roles (Greenhaus & Singh, 2004). Similar is the case of single parents as well (Bond, Thompson, Galinsky, & Prottas, 2002). Such kind

of intermingling among family and work roles may sometimes result in work family conflicts.

Willis & Smith (2008) defined WFC as a result of disparity in demands between the responsibilities of job and family. Elaborating it, whenever the fulfillment of one role compromises the responsibilities of other role, there will be work-family conflict (WFC), that will affect the execution of that role (Greenhaus, Tammy, & Spector, 2006). Hence, it may be postulated that the WFC takes its root due to incompatibility among these two seemingly different roles. However, research reveals that work and family are not two entirely separate and are rather highly interdependent domains, showing an interrelation. Moreover, their role and effect is vice versa (Anafarta, 2011).

To create a fine balance between both factors is challenging for an individual. A drop in usual single earner families and a consequent rise in dual-earner couples imply that the roles for job, family and childcare are not gender specific anymore. Furthermore, workers struggle while trying to fulfill the responsibilities of each role and switch between these two. At times, this paramount pressure and lack of availability of time ultimately results in failure of their ability to cope with the resultant stress, consequently leading to decrease in satisfaction, presence at work, compromise in relationship, and inefficient production at work (Anafarta, 2011).

Job Demands

Job demands (Schaufeli & Bakker, 2004) are the different features of the job which require consistent efforts in terms of physical and psychological aspects and cause certain physiological and psychological effects, for example burnout. Job demands include physical, emotional, organizational and social factors that is: work overload, work stress, emotional demands and suboptimal work environment (Demerouti et al., 2001). Queensland Justice Department's report (2012) identified that job demand have positive as well as negative aspects as outcomes, which is dependent not only upon the job but also in worker's ability to deal with the demands of that job. Negative responses can be burnouts, anxiety and depression whereas; JD was identified as the common cause for work stress.

Job demands have been described in numerous ways that is; through characterizing it in several categories. However, it is pertinent to observe that these categories are not distinct but rather inter-related in their interpretation. In their Work-related Stress Report, European Foundation for the Improvement of Living and Working Conditions (2010), stated four types of job demands:

1. Quantitative demands that relate to the amount and pace of work(e.g. time constraint or work load)
2. Cognitive demands that primarily concern with processing of information (e.g. complexity level)
3. Emotional demands required to cope with other personnel
4. Physical demands which relate to musculoskeletal system (EFLWC, 2010)

For optimal performance and for worker's health, the extent of quantitative job demands is crucial. There are short term (acute) and long term (chronic) effects of quantitative job demands which need to be distinguished. Meijman (1989) outlined how fatigue and other short-term load effects result from work execution during the working day. Fatigue is the short term result of the exertion spent in work, whereas, in the long term, when effort and activation made by quantitative job demands remain high over a prolonged period of time and recovery is insufficient, worker health, well-being and performance may be impaired (Veldhoven, 2014). According to Veldhoven (2014), the intensity and speed of work are influenced by a wide range of factors in the work context. External factors mentioned were uncertainty in the organizations' environment, legal and political institutions, the labor market and technological innovations. Internal organizational factors concerned management style, managerial practices and innovations, and human resource management.

Daily high level mental demands, like in the workplace, it may exert a beneficial or harmful effect on cognitive functioning of that place. Studies have shown that very demanding tasks may lead to decrements of performance in cognitive testing (Then et al., 2014). However, (Then et al., 2014) also depicts significant relationship between

cognitive functioning and high mental demand at workplace. In this regard, high mental demand at work resulted by the technological variations at workplace may also have positive effect on the surroundings as they could raise cognitive capacity levels and might even result in delay in cognitive decline in later stages of life. His conclusion was based upon data of 2,725 participants, aged 40–80 years, who had cognitive testing (Then et al., 2014).

In the ever increasing sector of health, meeting the position's mental demands is imperative but it may negatively impact the employees' mental health. Representation of the emotional literature calculated that two job emotional demands, display demands (expression of positive, neutral and negative emotions towards clients) and demands of safety (knowing the feelings of client), impacts older healthcare employees' wellbeing differently than the younger ones , which is represented by their position's gratification and requirement for wellbeing. Study data from the workers of old age homes ($n = 141$, aged between 17 and 62 years) confirming the moderating roles of age for connections between emotional job demands and occupational health signs. Display demands of emotions were positive in relation to the emotional disagreement; however, the relationship among the idea to show impartial feelings and expressive discord was tougher in younger people than the older ones. On the other hand, among old employees, emotional discord was adversely related to job satisfaction, and need of recovery positively were related to emotional sensitivity demands. These results show that age may relate to both benefits in dealing with expressive emotions.

Teaching profession has many emotional and personal demands. A study took three components of emotional demand; experience of emotionally demanding conditions, emotional labor (usage of deep and surface acting) and work fixated on welfare of people. Both emotional and non-emotional job demands (general demands related to the amount of work, time shortage and timetable problems) were thought to result in emotional exhaustion. Resources as social support and confidence is taught by one's self (training self-efficacy) were expected to have major impacts. An electronic questionnaire was filled by primary school teachers which measured all study variables.

In line with the assumptions, general job demand, emotional demand, self-efficacy and social support, each differently exhibited exhaustion. Moreover, negative effects of deep acting on exhaustion were shown by TSE. Results depict the complication of the factors that result in the emotionally challenging nature of school teaching, and recommended changes. Particularly, it showed the tricks that may boost professional self-efficacy and help combat emotional demands.

Regarding physical demands, work-related musculoskeletal (MSK) disorders (WMSDs) are defined as a subset of musculoskeletal disorders that arise from occupational exposures, the commonest occupational health problem including a spectrum of inflammatory and degenerative conditions of MSK origin resulting from either a single workplace trauma or a cumulating of overuse injuries such as muscle tears and osteoarthritis. Work-related musculoskeletal disorders may not only affect the quality of life of employees but also result in significant absenteeism, sick leaves or premature retirement and can cause compensation costs, thus, increasing economic burden (Cheng and Ju, 2016).

As the job demands increase, more MSK problems and subsequently more burnout take place. This was not only concluded by Cheng and Ju, 2016) but also by Sorour and Maksoud (2012) who conducted a study on nurses of the emergency departments in certain hospitals of Egypt with the aim to investigate the relationship between MSDs, job demands, and burnout among employees in a high stress work environment such as hospital emergency. The researchers utilized Standardized Nordic Questionnaire, the Job Content Questionnaire, and the Maslach Burnout Inventory with results revealing that about one third of the nurses were overweight and one sixth were obese. Almost two third of the times, pain was reported to be in neck, shoulder and lower back with back pain being was the most common problem encountered. There was a positive correlation between the job demand, MSDs and burnout thereby establishing that job demand to be the cause of MSDs with consequent burnout. This confirmed their hypothesis of an increased prevalence of MSDs among high stress jobs, such as being emergency nurses, with higher level of burnout. In their recommendations, they stressed

upon the role of hospital and nursing administrators to address the factors contributing to job stress and burnout, while emphasizing the paramount importance of job satisfaction and work organization to alleviate the burden of psychosocial factors.

Ergonomic principles defined in the ISO 10075 presented main four types of job demand (Nachreiner, 1999). Job content, Job control, workload and work schedule broadly including work shifts, permanent night shifts, irregular work schedules and role ambiguity are the factors representing task requirements.

Butt (2012) discussed physical environment that has vibrations, smell, light, heat dust etc. The author concluded that noise level should be limited to 85 dB for industries and lighting should be improved at workplace to prevent workers from getting physical, psychological, visual and hearing problems. However, in contrast to that, Shea (2011) could not establish a link between the physical work environment and psychological health in employees in a review for Australian Centre for Research in Employment and Work (ACREW). Sinokki (2011) concluded that professional relationships among colleagues or between them and their superior, team dynamics like structuring, social contacts (e.g. isolated workplaces, customer relations) and conflicts are various social factors which play a role in determining workplace outcomes. Author also concluded that social relationships are major factors in raising motivation and self-esteem. Conversely, negative workplace climate and relations generates negative emotions and behavior towards work. Nada (2012) enumerated cultural standards, structure of communication, organizational principles, and leadership style as the organizational factors which contribute to job demand, decision latitude or control over job, job insecurity and social support at workplace. Author found significant relationship between occupational stress and decision latitude; psychological occupation demand; and job insecurity but no major relation between social support and occupational stress level.

Job demands and its correlation with various variables, including work-family conflict, has been discussed at length (Yperen & Hagedoom, 2003). In their study, Yperen and Hagedoom evaluated the survey data of 555 nurses to investigate the association of high job demands with fatigue and motivation in light of varying job

control and job social support. They concluded that in the case of highly demanding jobs, job control plays a pivotal role to reduce fatigue whereas intrinsic motivation requires marked instrumental support and, this being, regardless of the level of demand and control.

Job-related stress is open to any profession and socioeconomic degree. Literature suggests that even the scholarly tasks have become increasingly stressful, resulting in concerning and major impacts for the workers and, thus, also affecting the quality of work of academia (Kinman & Jones 2008). In a their study, UK academic staff was subjected to a study to examine their work demands, welfare and work-life equilibrium. The study found high levels of psychological distress among academicians, and even though academicians were somewhat content with their professions yet their work-life balance was generally poor. Most of them were used to of working in off timings like during evenings and weekend. Particularly those who suffered more work-life conflict were less healthy with decreased job satisfaction. Moreover, many had seriously considered leaving academia while those with more work control, flexible schedule and institutional support, had a better work-life balance (Kinman & Jones 2008).

The widely used Job Demands–Control JD-C model, states that a combination of high job demands and low job control would increase the job strain. Based on the findings of this model, and many subsequent researches (Chou, Hecker, Rob, & Martin, 2012; Helmut, 2011; Jonge et al., 2010; Lourel, 2008), it has been observed that the work related stress and job strain increase significantly as the job demands get higher, however, when more job control is exercised, work related stress and job strains tend to decrease. More job control can be executed in terms of leverage in work schedule, work hours, institutional support, and degree of freedom for the employees in task management and more training programs. Using this model, Helmut (2011) confirmed the correlation between two distinct factors, that are, focused measure of control and the traditional measure of decision latitude. Furthermore, he also found interdependence between job demands and control. In his study, author suggested more control to the employees in work scheduling and way of performance of different tasks. According to him, it will

result in decreased vulnerability for succumbing under undesired consequences of high job demand.

Also, in this regard, (Chou, Hecker, Rob, & Martin, 2012) studied the effect on welfare of health-care workers (nurses) due to job demands and job resources and found out the emotional exhaustion due to the nature of their job. Therefore, he recommended organizational support and training programmes to counter this exhaustion and further enhance job satisfaction. Lourel (2008) studied the same relationship among firefighters, along with the prediction of burnout using Karasek Demand-Control Model. He concluded that job demands (e.g., psychological or emotional demands) would increase emotional exhaustion while job control would minimize it. Additionally, depersonalization had shown a similar positive correlation with job demands while a negative correlation with job control. No correlation could be established between job control and personal accomplishment.

Similar results were observed in De Jongeet et al. (2010) who found the relation among demand and satisfaction of job. He concluded that both of these are highly dependent on job control. With higher job control, he observed a positive association between the two aforementioned factors while the association was negative when the job control was low, thus, affirming the previous findings regarding importance of job control. The prevalence of absence due to sickness was also related in a similar fashion with job control, that is, more symptoms with job demand in case of lesser control over job and vice versa. Contrary to popular beliefs, demand and control connections existed for personal and mental demands, but not for physical demands.

JD-R Model (Bakker, Demerouti, Nachreiner & Schaufeli, 2001) signifies that the job demand related work stress is highly dependent upon the resources that an individual possesses to overcome those demands. In this regard, a study was conducted to examine the role of mindfulness as a personal resource to alleviate stress. For this purpose, data of 415 Australian nurses was gathered which showed a direct negative correlation between mindfulness and work stress. Also, it is helpful in decreasing the perceptions of emotional demands which subsequently decreases the impact of these demands on

psychological stress (Grover, 2017). It is an instance of utilization of personal resources in JD-R model for alleviation of stress caused by job demand.

Conversely, another study by Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007) that studies the role of three individual resources (self-efficacy, organizational-based self-esteem, and optimism) in the Job Demands-Resources (JD-R) model didn't find resources affecting the JD and exhaustion. He also observed the perception of employees regarding their work environment and well-being. For this purpose, the authors surveyed a sample size of 714 Dutch employees. According to his conclusion, personal resources buffered the relationship between job resources and exhaustion but also effected the idea of job resources (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007)

In case where the job demands are high and there is scarcity of resources to address those job demands, these poor work conditions may lead to exhaustion of employees and subsequent decreased motivation and consequent learning. For this purpose, Bakker (2003) studied employees working in home care organizations utilizing a sample size of 3092, using the same job demands-resources (JD-R) model. He provided strong evidence for the JD-R model. Specifically, his results showed that job demands cause exhaustion component of burnout. Additionally, increase in job resources cause professional efficacy and growth while their scarcity leads to cynicism and pessimism. Similarly, according to Schaufeli, high job demand leads to strain and health impairment while high resources lead to increased motivation and higher productivity (Bauer & Hämmig, 2013).

Models on Job Demands

The Job Demands-Control model (JDC). Harnois and Gabriel (2000) reported the consequences of impaired mental wellbeing in their World Health Organization report. These included increased absenteeism, reduced work performance, poor decision making, increased burnout, lack of motivation, poor collegiality and decreased efficiency (Harnois & Gabriel, 2000). The relationship between mental wellbeing and job demands have been introduced through a model by Karasek in 1979 named Job Demands-Control

(JDC) model. He identified job demands and job control as two important job aspects and their balance being impactful on mental wellbeing. Social support was later incorporated into this model, thus, Johnson & Hall, in 1988, named it Job Demands-Control-Support (JDCS) model (Haeusser, 2010).

This model highlights the mental wellbeing in a workplace environment. It identifies the two dimensions where job demands are the strains while job control (decision latitude) refers to the capability of a person to control his tasks and work activity (skill discretion and decision authority). Skill discretion is the opportunity to use those skills in job process while decision authority is the degree of autonomy in taking decisions in regards to timing and method. According to Karasek (1979), the occupations with lower control and higher demands have the high risk of illness and reduced wellbeing than the low demanding jobs. This strain idea focused on the risks of working a high demanding job. In contrast, the other hypothesis named buffer hypothesis refers to communicating effect of demands and control and it highpoints the weakening (buffering) of the effects of high job demands on wellbeing by job control. Buffer hypothesis is an alternative of strain hypothesis (Haeusser, Mojzisch, & Schulz-Hardt, 2010).

Haeusser, Mojzisch, Niesel, & Schulz-Hardt, 2011) tested the buffer hypothesis in terms of psychological and physiological markers of professional strain by using an experimental design of study. 77 participants from both genders were asked to work in a simulated environment with varying statuses of job control and demand. Workload and autonomy were varied to simulate demands and control respectively. It was observed that high demands were minimized by high control over job like hypothesized. High demands caused an increase in cortisol secretion, thus, signifying increased levels of physiological stress, however, no difference was found in the psychological (subjective feeling) which could be due to lack of specificity or bias. His study provided the first idea that negative effects of high job demand can be buffered by high job control (Haeusser, Mojzisch, Niesel, & Schulz-Hardt, 2011).

Pelfrene (2001) assessed the scale reliability in JD-C Support is an idea of 25 companies in Belgium from which 21, 419 were studied. His data supported the

hypotheses of the model with adequate internal consistency for decision latitude, mental job demands, and supervisor social support as well worker social support, regardless of age, gender or level of education. In his findings, blue collar workers were seen to be in less work-stress conditions than the clerical staff and other service staff, where main impact was related to psychological demands (Pelfrene, 2001).

Chiang (2010) investigated the link between job stress and stressors, coping resources available from the set of 255 personnel of catering industry. There were significant effects of job demands and job control interactions on job stress. Author's results further consolidated the impact of high job demands coupled with low job control on increased levels of stress particularly in absence of work-life balance (Chiang 2010). Portela, Griep, Landbergis, & Rotenberg, 2015) examined 1,307 female workers in a cross sectional study using JDC model to assess job strain and found out that there was an increased tendency of self-reported hypertension in subjects with high job strains (Portela, 2015). In another study, Rengamani (2015) examined used Karasek's Job Demand-Control model to evaluate the influence of factors responsible for Seafarers' occupational stress in India. He mentioned workload and pace, role conflict and ambiguity as the major work stressors. He supported the Karasek's job demand-control model for its validity and impact on the design of the job and profession's stress because of its practicality and testability. Through this model, he was able to identify the type and degree of stress for different set of job demands. The deck side seafarers had more psychological stress while engine side seafarers had more physical stress, according to his findings (Rengamani, 2015).

Walinder (2018) used the Job demand-control-support model to study the psycho-social work climate for 1405 hospital workers in the operating theatres in 7 Swedish hospitals. Descriptively a majority reported moderate to high zest for work (76%). Social support was identified as the factor responsible for positivity and sense of well-being and zest for work. It was also negatively related to ideas of quitting. The employees with highest job strain had lowest wellbeing and zest to work and more thoughts about quitting. He highlighted the paramount role of social support dimension of the JDCS

model as the main contributor to well-being and positive thoughts about keeping the job (Walinder, 2018).

However, in a landmark study of 12,359 employees from 148 organizations, Bakker (2010) expanded the Demand-Control model and proved the superiority of Job Demands-Resource (JD-R) model over it. He criticized JDC model for being too simple and for its failure to address the complexity of modern day work environment. According to his findings, employees approved most positive work attitudes (task enjoyment and organizational commitment) when job demands and job resources were both high. His results were highly significant in majority of variables including resources of job (utilization of skill, learning chances, independence, coworker support, leader support, performance response, contribution in assessment making, and profession prospects) and forecasted enjoyment of task and workplace commitments in the case of high job demands (work and emotional demands) (Bakker, 2010).

The Job Demands-Resource model (JDR). The major expectations of Job Demand (JD-R) model (Bakker & Demerouti, 2007; Nachreiner & Schaufeli, 2001) is that each job has its own risk-related stress job factors which are classified into two parts (i.e. Job Demand and Resource), thus making an overarching model which is able to be applied on various occupational settings, regardless of the demands and resources involved. Job demands are those social, occupational, physical and mental factors of the job that are in need of specific physical/psychological (cognitive and emotional) skills and efforts and thus associated with physical/psychological costs. Examples include workload, a harsh physical environment and irregular working hours. Though job demands are not always negative, they may become job stressors when meeting these requirements involve major effort which make employees fail to recover efficiently (Meijman & Mulder, 1998).

Job resources mean the physical, physiological, social and organizational factors of job that either/or:

1. Practical in seeking workplace aims

2. Reduction of occupational needs & the physical and the mental expenses

3. Encourage one's own learning, growth and progress

Therefore, capital isn't just imperative in dealing with the occupational demands, but they are needed on its own. This relates to Hackman and Oldham's (1980) Job Characteristics model that put emphasis on the resources of the job on motivation of the level of tasking, containing self-sufficiency, response, and task's significance. Additionally, this supports the conservation of resources theory on more common strata (Hobfoll, 2001) that shows the chief human drive is towards the accumulation and maintenance of resources. In accordance to this, resources are valuable on their own as well as they are required to sustain and secure other resources that are needed. Job resources can be on the larger level, occupational (e.g. wages or salary, career prospects, occupational safety), inter-personal strata (e.g. administrator and colleague level, crew ambiance), the job position (e.g. character lucidity, contribution in decision making process), and at the task level (e.g. skill variants, job identity, task importance, sovereignty, and performance response).

A perspective from the JD-R Model. In profession and organization's psychological studies, job design is the major focus, i.e. the modeling of the features of a job position as job actors are thought the most significant contextual factors in fueling inspiration (Pinder, 2008). Accordingly, various connections among tasks employees and job characteristics resulted in the Two Factor model (Herzberg, 1968), the JC model (Karasek, 1979) and the Effort-Reward Imbalance model (Siegrist, 1996). The JD-R model (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli., 2001) was made a ten years ago focusing on the older character models. The JD-R model aimed the mix the major tenants of earlier models and to handle some limitations (Bakker & Demerouti, 2007) regarding the shifting nature of jobs. Issues are there despite the inclusive features of JD-R model. This aims to deal with the implication of further job-design theory and practice. We first describe the JD-R model before mentioning its features.

JD-R model depicts the fact that employees achieve their peak performance in stimulating and resourceful workplace environments as they encourage their work involvement. This means that workplaces should provide their workers with ample dares like criticism, skill and support variants. Research shows that managements indeed affects the employees' job demand and resources. (Nielsen, Randall, Yarker, & Brenner, 2008), and may somewhat control worker's engagement and enactment. Also, it is as much needed that employees shuffle their positions as authorities aren't present always for feedbacks, and administrations that face economic chaos can make different priorities.

These situations call for the employees to shuffle their resources on their own and to depict active behavior. JD-R theory recognizes the status of one individual. Associations may invest in their drills in a way so they are better capable to handle the job stress. Organization-driven involvement targeting increasing employees' own resource can take the shape of intra-company drills while individual level can take the course of improving own assets.

They briefly debate the four likely JD-R involvements which are job redesign, job crafting, drills and strength based meditations. These can be planned on two scopes: (1) intervention level: individual versus association, and (2) intervention goal: the work atmosphere (job strains and capitals) versus the individual (private properties). (Tian & Liu, 2017).

JD-R theory is an extension of the job demand and resource model. JD-R theory suggests that work characteristics may be parted into two categories: job resources and job demand. These two are very important as they are the component of almost every job and are also the igniters of two further programs: the health impairment and motivational course. Health and motivation of the employees are not only affected by demands and resources, they also have joint effect on workers' welfare.

Other than being mechanistic, the model implies that personal assets are also imperative regarding motivation, and can cushion the influences of job demands (Bakker & Demerouti, 2007). Additionally, the theory implies that health and work characteristic impact each other over the course of time. Hence, worker's health and welfare changes

the work atmosphere significantly, which emphasizes the vigorous nature of the problem of work environment and employees' welfare.

Lastly, JD-R theory describes how the reverse effects happen. Job crafting and personal adjustment of the assets of the workers seems to explain how employees can change their work environment into more tolerable and less fatiguing. JD-R theory can be used to tell the employee of the interventions driven by him, & this can help aim at their personal assets, or their needs and assets (Kim & Beehr, 2018). Can empowering leaders affect subordinates well-being and careers because they encourage subordinates job crafting behaviors.

Regardless of the widespread literature, very little data on nursing jobs address the role of job demand and workplace relationships, scoping either sides of the Work-Family interference.

For studying this, they took a sample of five hundred nurses employed in an Italian hospital. (Ghislieri, Gatti, Molino & Cortese, 2016). Work-family conflict and enrichment in nurses: between job demands, perceived organizational support and work family backlash. Multiple regression model of hierarchy analysis was used to test the theory. The analysis showed that the W-F clash has a positive relation with the needs and administrator backlash, a negative relation was supposed as administrative support. Work–family enhancement has a negative relation with job demand and a positive relation with alleged structural support. There was no noteworthy relationship between W-F enrichment and backlash.

Hence, the study owns the authenticity of relation between demands and assets to avoid conflicts.

The JD-R model was tested as 3,092 workers working in one of four house welfare associations. The major theory is that burnouts are experienced due to certain types of demands in jobs but when assets are less and such workplace status result in energy depletions and de-motivation along with learning chances. Precisely, findings illustrate that demands are majorly related to the burnouts, and job assets are negatively

related to cynicism and positively to professional efficacy. These inferences are discussed.

Work-Family Conflict

As defined by Greenhaus (2002), work-family conflict happens when there is incompatibility between the work role and family role of some sort. So, the result is the difficult time of one partner in engaging in those responsibilities. As by Greenhaus (2002), work-family conflict can rise from time issues, stress spillover and behavior. It is a form of inter role conflicts where work pressures from home and work domain are mutually incompatible (Lu, Kao, Chang, Wu, & Cooper, 2008).

Greenhaus (2002) mentioned two directions that are work-family and family-work conflict, where WFC refers to the conflict that happens in the family domain. While FWC is the situation where family life affects the professional performance, WFC is an inter-role conflict that happens as a result of incompatible pressures at work and family domains (Greenhaus & Buetell, 1985). To quantify, Carlson, Kacmar, and Williams (2000) made a work family scale which has item that represent the aforesaid factors that are strain and behavior. High score is classified as high work family conflict and vice versa.

As mentioned, WFC is bidirectional that is WIF and FIW. Although these two are related. To assess their influence on work related outcomes, family and domain-specific outcomes, Amstad et al., (2011) did a meta-analysis to study this bidirectional. They found out that WIF was more related to work related outcomes than family related, and FIW is more associated with family related outcomes rather than work related ones. Significantly, the time spent at workplace acted as a moderator in WIF and family-related outcomes, as well as FIW and domain specific outcomes.

Stressors at work like job stressors which includes role ambiguity, role overload, role conflict and timetable demands, work-load involvement work stress and job involvement, work social and organizational support, colleague and supervisor support and work characteristics like variety and autonomy at job, friendly atmosphere, stressors

of family role like variety and autonomy at work, number of dependent persons, partner's needs; family social support like family and spouse support; and family features like family atmosphere makes the individuals prone to family-to-work conflict (FWC). These findings were discussed by (Cullen, Michel, Mitchelson, & Pichler, 2010) in a meta-analysis of 178 samples. They also observed that personality type (internal locus of control, negative affect/neuroticism) is a risk factor for both WIF as well as FIW. This shows that various work demands are the primary factors behind work family conflict whereas the family demands are the prime reason behind family to work conflict. However, certain personality traits remain an intrinsic reason to affect both, one way or another.

Regarding support from family as well as family-friendly organizations, it is imperative to create a refined balance with FIW and WIF, through a supportive family as well as family supportive supervision. These observations were verified by Greenhaus and colleagues who conducted a study on 170 businessmen to examine these mechanisms and concluded that the link between family supportive supervision and equilibrium, was stronger in workers in family supportive organizational atmosphere than the unsupportive environments and vice versa is true for the supportive and unsupportive spouses (Greenhaus, Ziegert, & Allen, 2012). Therefore, highlighting the paramount importance of a family supportive work environment and a supportive family in order to avoid work family conflicts.

Types of Work-Family Conflict

The types of work-family conflict are linked up to the distinctiveness of the role. The characteristics of these roles in one field have an effect on involvement of time, the strain individual perceives or the behavior of his/her own because the roles are inequitable in the other domains.(Greenhaus & Beutell, 1985). Three types of WFC include time, e.g. missing an important appointment or occasion because there is tough routine and responsibilities of work. Bases on strain WFC indicates the irritating moments in the family because of having stress from work place. And the behavior based

work –family conflict points out how to treat the family members and the subordinates at the workplace (Bellavia & Frone, 2005).

Time-based conflict. A major aspect that leads towards conflicting situation is time. Greenhaus and Beutell (1985) explained that the major cause of time-based conflict is involvement of a person in a task other than his/her normal activities. As a result, time spend in the task of one role can cause lack of availability in the other role. As a result, an individual whose task related to work and family both interferes and ultimately cannot be satisfied, this time related conflict is consistent and dependable with overtime in work. It can also form two other types. Firstly, demands of time linked up with the membership of a person's one role may make it difficult to adhere to the expectations from the other role (Greenhaus & Beutell, 1985). For example, if a person in a job spends time and arrives late at home, it will be physically very conflicting for him/her than to spend time with her family members. Secondly, demands of time may also produce pre-occupation conflict within a role of an individual when he/she also fulfills and meets the expectations and demands of the other roles at the same time (Bratlome & Evans, as cited in Naz, 2008). For example, when same individual gives time to the family members after coming from work, but thinks about the tasks that have to be done at work. Other studies showed that conflict based on time is stronger interpreter of numbers of hours per week at work (Burke, Weir, & Duwors, 1980; Kinnunen & Mauno, 1989; Netemeyer, Boles, & McMurrian, 1996).

Strain-based conflict. Emotional demands and difficulties at work place are the major source to produce strain-based conflict (Greenhaus, Callanan, & Godshalk, 2000), job burnout and stress that is linked with the communication at work setting (Jackson & Maslach, 1982; Netemeyer, Boles, & McMurrian, 1996). Different researchers (Ivancevich & Mattleson, 1980; Brief, Schuler, & Van Sell, 1981; Greenhaus et al., 2000) have indicated that the major indicators of strain are fatigue, bad temper, hopelessness, boredom, anxiety, tension or worry. Greenhaus and Buetall (1985) stated that the person's roles and responsibilities are not compatible when the strain produced by another role. An example can be, if a person is suffering from tension, anxiety and
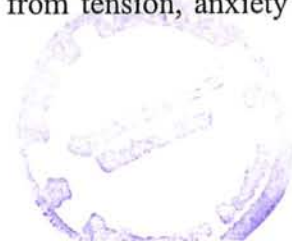
depression in work related settings, it will be difficult for him/her to pay attention to his/her spouse, children or parents. When there is an interference of family roles and responsibilities in work setting, the concerned individual will face a high level of strain at their work which will ultimately lead him/her to experience this conflict. Consequently, strain based conflict that are originating in a workplace setting can produce work-family conflict. It can also spill over these impact into the home related task, as a result of which, family work conflict would arise (Greenhaus et al., 2000) Strain based concept doesn't proves demand but simply shows that participation in one domain can hamper and affect the performance in another domain (Edwards & Rothboard, 2000).

Work interfering with family (WIF) and family interfering with work (FIW) both has reciprocal relationship with strain. Such that work strain increases WIF and vice versa. Similarly, FIW can predict family strain while family strain can increase FIW. WIF, however, has a larger impact on work related strain than family related. These observations were made by Noheet et al. (2015) who did a 33 studies-based Meta analysis that repeatedly measured FIW and WIF.

Apart from the supervisory support, job demands and control and work strain, as explained in aforementioned studies, number of working hours also makes a contribution to job-related well-being of the employees. Similarly, WIF and FIW related strain can predict the overall well-being of an individual regardless of any specific context (Karimi, 2010).

Behavior-based conflict. The last type defined by Greenhaus and Buetell (1985) is the behavior-based conflict which illustrates those behaviors that, in one role, may possibly be mismatched with the demands and expectations of behavior associated with the other roles. For example a business managerial male can be predicted as objective and aggressive in work related settings, while his members at home might has a different image of him. Sometimes, at workplace, different behavior and roles are expected of a person from the role in his family. This can create a conflict. McShane and Glinow (2005) explained that it occurs when the individuals are likely to perform unusual roles in either work or non-work settings. Individuals in their personal lives who perform

rationally and distantly at work would experience a high level of difficulty in changing to a better concerned behavioral style. Like an example shows that when police officers left their job were not able to shake off their work or job related roles, their spouses reported this statement, that the officers used to handle their kids as the same manner as they behaved with the individuals in their job.

Individuals with more control in regulation of their emotions tend to suffer less WFC, likely due to trait emotional intelligence which was shown by Biggart (2010) to have a significant impact on WFC and helps in regulating the emotions related to work family life.

It is apparent that the idea of organizational fairness (the procedural and interactional components) is able to buffer the negative impacts of high job demand and low job control on WFC. In this regard, Heponiemi et al. (2008) studied 713 women working for long tern elderly in Finland. His study showed unjust management and immature decision making, high job demand and low job control resulting in family time disturbance (WIF). When the demands were low, idea of fairness was able to provide a level of moderation between job control and WIF. Though, these perceptions were inept to cover against the negative impacts of high job demand.

Theories of Work Family Conflict (WFC)

Some of the theories regarding WFC are;

Conflict theory. Conflict theory states complete incompatibility between work and family; if one is attended more, the other one is negatively affected by it. Work and family have different responsibilities and roles that one has to play in order to make it successful, but it is inevitable that both have an inverse relationship with each other. It works on the assumption that the work responsibilities always invite conflict at home (Naz, 2008).

Role theory. Role theory basically is the part played by an employee in his workplace and how that employee experiences the strain which in turn affects his family life negatively. The resources made available to the employee to play the social role as an

employee negatively or positively affect that person; the resources are the flexibility in timings, job authority and whether or not the employee is satisfied from the job, this refrains the individual from experiencing the work-family conflicts (Naz, 2008).

For instance, literature review by Greenhaus (2003) on work family conflict, revealed that there are three types of WFC which are time management between two roles, strain in one of the two roles and its effects on the other role, and the different behaviors that an individual need to adopt in order to perform his/her specific role at work and within family (Greenhaus, & Beutell, 1985).

Spillover theory. Spillover theory also justifies the argument that negative experiences in the workplace do tend to make the attitude of a person stern towards his or her family. Bringing the incomplete work back home is a way of spilling the work into family, which adversely affects the family life of a person as family often complains giving less time by the working family member. This has been called as "the negative spillover (Googins 1991 as cited in Naz, 2008).

In this regard Ilies et al. (2007) presented a study with sample size of 106, showing that workers who perceived workload and had time based WFC, also had an effect on their negative mood at home. The findings were endorsed by the spouses of employees who were interviewed during the study.

All these theories express the psychological impact of the work experience in causing work-family conflict. Conflict theory is an extreme version of role theory as it presents how work can cause psychological tensions in one's family. Every theory has its own way of explaining the cause of work-family conflict, but all these theories reach the same point that whether it is resources at work or the nature of the work, all these tends to cause work-family conflict. These theories ask psychologists to provide remedy for this problem, and find a way to create a healthier balance between work and family life (Naz, 2008).

Different work and family related demands predispose to work family conflict. Staines and Pleck (1984) reported working a nonstandard pattern of days (e.g., weekend

work and work in variable days) due to less time for family. According to Tausig and Fenwick (2001), most consistent work characteristic predicting work family imbalance is working hours. Voydanoff (2005) mentioned commuting time, bringing work home, job contacts at home, and work-family multitasking as a cause of WFC. On a similar note, the author mentioned supportive work-family culture as one of the family factor to prevent work-family conflict. Family distress and disagreements are also significantly and negatively associated with the family aspect of WFC (Frone, Yardley, & Markel, 1997; Grzywacz & Marks, 2000). Employees use different coping strategies to avoid WFC, including family support, supervisor support and the problem-focused coping as most promising ones to prevent WFC. (Lapierre & Allen, 2006)

Consequences of Work Family Conflict

Numerous researches have associated WFC with negative outcomes related to work, individual and family. At individual level, it includes physical and mental well-being including problem drinking (Grzywacz & Marks, 2000), decreased life satisfaction (Adams, King, & King, 1996) as well as depressive symptomatology, alcoholism and cardiovascular problems (Frone, Russell, & Cooper, 1997). It affects not only individual but also the family distress, parental overload, work performance causing suboptimal parenting and increased absenteeism from work (Frone, Yardley, & Markel, 1997).

It had been assumed previously that females experience more work-family conflict and a higher rate of burnout. Consequently, in terms of emotional exhaustion, females tend to have higher burnout. These findings were confirmed through a study among 420 Hungarian physicians through application of subscale of the Maslach Burnout Inventory. Work-Family Conflict was presented as a significant predictor of burnout. Thus, it presented a path from WFC to emotional exhaustion, ultimately leading to burnout (Ádám, Györffy, & Susánszky, 2008).

It has been postulated that WFC potentially affects the physical and psychological well- being of individuals including mood, anxiety, substance dependence disorder and somatic complaints (Frone, 2000; Thomas & Ganster, 1995), as well as disease risk

factors such as obesity, blood cholesterol and hypertension (Frone, Yardley, & Markel, 1997; Thomas & Ganster, 1995).

Women and men experience multiple role pressure in today's society makes WFC obvious. Moreover, the result of extensive WFC on deteriorated contentment and quality of life provides an additional reason for understanding the dynamic underlying work family conflict (Kopelman, Greenhaus, & Connolly, 1983: Pleck, Staines & Lang, 1980). A number of studies have found that many individuals experience conflict in combining family and professional duties. The most important type of work family conflict for employed parents is income inadequacy and time shortages (Martinengo, 2007). Time demands make a person with unfulfilled family duties, and the family tasks such as taking care of child often interfere with work (Gutek, Searle, & Klepa, 1991). One study (Greenhaus, Bedeian, & Holder, 1987), found that more time spent at work was associated with more work family conflict. This kind of work family conflicts particularly related to women, who generally spend much more time than men do on family and household duties (Den mark, Shaw, & Ciali, 1985). Men, in contrast, spend more time at work related activities.

Effects of Work on Family

Various individual and family related effects have been observed due to work. Mood carryover has been widely recognized in literature. A positive correlation between mood at work and at home has been established with the conclusion that parents' mood affects family functioning (Piotrkowski, 1979; Staines, 1980). Employee's intellectual capacity and personality is affected by the nature of job which in turn affects family behavior. A research in this regard determined that the work involving significant complexity causes an increase in intellectual flexibility of employees (Kohn & Schooler, 1978).

Work-Family Conflict in relation to Job Demand

Ghislieri, Gatti, Molino, Cortese (2016) made a positive correlation between WFC and JD, and a negative one between organizational supports. So, in order to provide

a balance, organization must provide favorable conditions for work–family enrichment. These propositions were based upon a study involving Italian nurses. (Ghislieri, Gatti, Molino, & Cortese, 2016)

Another study found out the prevalence and qualifications of WFC for individuals who work for different levels, and observed that higher level workers faced more conflicts. Work and home based resources were differently related to it (DiRenzo, Greenhaus, & Weer, 2011). It has also been shown that predictors, such as supportive organization, emotive charge and job demand are important in terms of not only predicting WFC but also for their direct relations with job satisfaction, both of which (WFC and job satisfaction) are directly correlated (Cortese, Colombo, & Ghislieri, 2010). Similarly, among police officers, interventions to reduce work family conflict and stress are indicated as concluded by Hall (2010).

For both genders, job demands present their individual WFC, which then contribute to the home demands of their spouse or partner's exhaustion and FWC. Social undermining mediates the relationship between WFC and their partner's home demands. Bakker (2008) studied 168 couples of dual-earner parents and, thus, provided strong support for this proposition. Work-Family balance has a deep impact on one's quality of life. Individuals who spent more time with family than on work have lesser conflicts. Same is the case with involvement and satisfaction (Greenhaus, Collins, & Shaw, 2003).

Lastly, a study involving call center representatives had reported a resource drain due to negative effects of work hours on satisfaction with work-family balance. The study also shows that job control and time also avoids family conflicts. It is based upon a sample set of 570 telephone call center representatives. Control over work time mediated this relationship, however. As the work hours increase, the persons with low time management experienced a decline in work family balance and satisfaction level and the vice versa is true (Valcour, 2007).

Rationale

The study was conducted with the aim of finding a correlation among WFC and JD, particularly in the light of gender and to get to know that whether males face more conflicts in their family life or females because nowadays females are supporting their families like men do. So there are high chances of getting into family conflicts because of stressful job and its demands.

Call centers have seen a remarkable growth in recent times particularly as a marketing tool, employing millions of people across the globe, however, despite the fact that their work environment and conditions, as well as perceptions and problems of their employees have been subjected to studies, there is little data with regards to work family conflict experienced by call center employees specifically. Although it has been a subject of interest in many other fields (Ghislieri, 2012). On the other hand, the working conditions of call centers have proven to be contributing to the development of physical and psychological job demands like musculoskeletal disorders and psychological strain (Sprigg et al., 2007). It is in this perspective that an association between these job demands and work family conflict was sought through this study in this specific group.

In the long run, this may result in improving the job satisfaction scores and serve as a platform for further research to find solutions in order to overcome work-family conflicts, particularly in our settings and especially for females. Moreover, it would highlight the high risk individuals and will guide the institutions in formulating coping mechanisms for such employees.

METHOD

Method

Objectives

Present study was made to see the link between WFC and JD. The main objectives of the study were:

1. To study the relationship between job demands and work family conflict
2. To identify the role of demographic variables in relationship to study variables

Hypothesis

Following hypotheses were formed after the literature review:

1. Job demands will positively predict work family conflict
2. Women will score higher on job demands and work family conflict as compared to men.

Operational Definitions

Job demands. JD is the mental, bodily, and occupational aspects of a job that need psychological or physical (cognitive and emotional) attention and are related to a specific physical and psychological cost (Demerouti & Bakker, 2011). In current research job demands was operationalized as high score on Job demand subscale of Job demand resource scale (Jackson & Rothmann, 2005) where high scores indicate high job demands and low scores indicated low level of job demands.

Work-family conflict. WFC is a sort of inter role conflict where demands, produced at workplace of an individual, undermine his/her time and efforts devoted to his/her family. In current research work family conflict was operationalized as scores on WFC scale (Netemeyer et al. (1996) where high scores indicated high job demands and low scores indicated the low level of job demands.

Instruments

Work-Family Conflict Scale. This was used to assess the conflicts. The alpha coefficient described by Netemeyer et al. (1996) for WFC was from .88 to .89. Using a 5-point Likert scale, contributors were asked to specify the degree to which they agree on each item. The responses ranged from 1 (strongly disagree) to 5 (strongly agree). High score indicate high level of work-family conflict, while low score indicates low levels of work-family conflict.

Job Demands Resources Scale. JDRS measures job demands and resources. It has 40 items. In current research, only one subscale was used to measure job demands consisting of item number 1,2,3,4,5,6,7. This scale is developed by Jackson and Rothmann (2005) to measure job demands and job resources. The alpha reliability for this scale is .88.

Sample

The sample was collected through convenient sampling technique. Participants were selected from call centers of Islamabad. The total sample comprised of 300 participants consisting of 150 men and 150 women from different call centers. The demographic variables were age, gender, education level, family system and socioeconomic statuses.

Procedure

The present study was accomplished in telecom companies all around in Islamabad. The individuals were approached individually through convenient sampling. The purpose behind the research was communicated beforehand to them. The participants were instructed about the objectives of the research and informed consent was taken through assuring the confidentiality of their data. They were assured of anonymity and confidentiality that their identity will be kept secret. They were informed about their right to withdraw from participation whenever they felt uncomfortable or if they changed their mind about taking part in the study.

After seeking voluntary participation, the questionnaires were administered on the desired sample. A booklet comprising of the following questionnaire were given to them;

1. Informed consent
2. Comprehensive demographic sheet
3. Job demands questionnaire
4. Work family conflict questionnaire scale

After successful accomplishment of the questionnaire, the participants were acknowledged and thanked for their participation and valuable time taken out for the study.

RESULTS

Results

The plan was to explore the relationship between Work Family Conflict and Job Demands. This research aimed at finding the demographic variables as well. Relevant statistical analysis was conducted to analyze the data. Entire procedure was done through SPSS-21 statistical software. The reliability of the scale was determined through Chronbach alpha. Correlation of Pearson Movement of Product was applied to check the relationship between the studies constructs i.e. job demands and work family conflict Independent sample *t*-test was applied to know about gender differences on study variables. Linear regression was utilized to find out the effect of gender on study variables.

Correlation

The values of Pearson Product Moment Correlation between variables of the study were .17**. The results show the positive relation between Job Demands and Work Family Conflict at p <0.01

Table 1

Alpha Reliabilities and Descriptive Statistics for Job Demands and Work Family Conflict Scales (N =300)

Scale	No of items	α	M	SD	Range		Kurtosis	Skew
					Actual	Potential		
JD	7	.87	25.47	5.6	9-56	7-35	0.6	.02
WFC	5	.74	18.93	4.6	7-25	5-25	-.31	-.80

Note. JS= Job demands; WFC=work family conflict; α=alpha reliability; M=mean; SD=standard deviation

Table 1 shows the results of mean, standard deviation, alpha reliability, kurtosis and skewness of Work Family Conflict and Job Demands scale. The skewness of the scales is within the range of -1 to +1 indicating that the data is normally distributed. The reliabilities were lying in satisfactory range. Job demands has .87 and work family conflict scale has.74 reliabilities.

Table 2

Gender Differences on Job Demands & Work Family Conflict Scales (N=300)

	Men (n =150)		Women (n =150)				95%CI		
	M	SD	M	SD	t	p	LL	UL	Cohen's d
JD	24.89	6.21	26.06	4.90	-1.80	.07	-2.43	0.10	-
WFC	19.61	4.29	18.24	4.93	2.56	.01	.31	2.41	0.29

Note. JS = Job demands; WFC = work family conflict; M=mean; SD = standard deviation; LL=lower limit; UL=upper limit.

Table 2 showed gender differences on job demands and work family conflict. From results; it has been shown that there was non-significant gender difference ($p < 0.7$) on job demands the p value is higher than .05 so the results are non-significant in job demands scale. The mean of women is higher as compared to men which indicate a trend of data that the job demands are higher in women and lower in men. There is significant gender difference ($p<0.01$) on work family conflict as p value is less than .05 so the results are significant in work family conflict in which males are higher on work family conflict as compared to women

Table 3

Education Level Differences on Job Demands & Work Family Conflict Scales (N=300)

	Bachelor (*n*=152)		Masters (*n*=138)				95%CI		
	M	*SD*	*M*	*SD*	*t*	*p*	*LL*	*UL*	Cohen's *d*
JD	25.39	5.25	25.72	6.11	-.497	.29	-1.65	.98	-
WFC	19.28	4.47	18.66	4.91	1.12	.15	-.46	1.70	-

Note. JS = Job demands; WFC=work family conflict; M=mean; SD= standard deviation; LL= lower limit; UL=upper limit.

Table 3 shows mean, standard deviation and t values for education groups. The result shows that there is non-significant difference on job demands and work family conflict.

Table 4

Linear Regression Analysis showing the Prediction of Job Demands for Work Family Conflict (N = 300).

	WFC				
				95%CI	
Variables	B	S.E	*B*	LL	UL
Constant	15.21			12.77	17.64
JD	0.146	0.04	0.17***	0.053	0.239
R²	0.031				
F	9.51				

Table 4 shows linear regression analysis which was used with job demands as a predictor variable and work family conflicts as outcome variable. The value of β is .17 which indicates that job demands can bring 17% variance in work family conflict. The results are significant at (p<.001).

DISCUSSION

Discussion

The aim of the present research was to study the association between JD and WFC among call centers employees. This study also focused on the role of demographics in work family conflict and job demands. Sample of 300 call center employees was collected from Islamabad call centers which included both male and female employees. Information was gathered from individuals on the basis of variables such as age, education, gender, working hours, no of children and family system. Several hypotheses were formulated for the current study. The results in general prove the hypothesized relationships.

The first hypothesis was that Job demands and work family conflict will be positively correlated and the hypothesis was supported by the current findings that both of these variables were positively correlated to one another. As job demands increase, family conflicts also increase. This finding replicates the previous studies. For instance, Lu et. al. (2008) also found that work demands have a steady relationship with WFC. Moreover, (FWC) positively relates to both work and family demands. Furthermore, WFC resulted in decreased job satisfaction while FWC with less organizational commitment. They found these findings in Taiwanese population. Of note is that they also observed certain factors that may give rise to work interfering with family, such as structural guidelines like flexibility of work, consequently adding to quality job experience. In the similar lines, it is reported that job spillover relates negatively to the family involvement, as shown through the survey data from 800 Swedish employees (Grönlund, 2007). Regardless of any specific type of measure, a consecutive negative relationship existed among WFC and job-life happiness. This was shown in a meta-analysis by Kossek & Ozeki (1998). However, this relationship was much weaker for FWC. In the present study, the results of independent sample t-test were utilized for measuring job demands and work family conflicts among males and females while comparing gender differences for job demands and work family conflict.

The second hypothesis stated that "Women will perceive high job demands and conflict as compared to men" was not supported by the result of the data of the study. The result shows that men perceive high WFC as compared to women while there were insignificant results on JD. So, this hypothesis is rejected. The result of the data from call centers of the Pakistan suggested that men face more family conflicts as compared to women/female.

Similar results were observed in other studies as well. For example, Grönlund (2007) proved that despite the high job demands, women didn't experience WFC as much as men (Grönlund, 2007). It is an accepted fact that both men and women have a difference in certain aspects of their behavior and attitude. Females have more importance for their family role than work role whereas men prioritize their job more. Three different set of theories have been proposed to explain this difference. The biologically based theories which account for the innate biological differences in attitudes, abilities, and temperaments, based on genetic or hormonal factors, which result in women and men being in different roles. Socialization theories mainly target the cultural norms and difference in social upbringing of the two genders. It highlights the cultural aspects which result in more responsibilities of females in family domain while male in work domain. Most recent are the social structure theories which identify sexism as the primary factor. It is with the background of that the previous political, economic and social discrimination of females has decreased their expression of aggression and complaining attitude in society. Due to this primary focus on work by men, they suffer more work family conflict, while the opposite is true for women (Nwanzu, 2016). Regarding the effect of job demands, the various gender role theories offered sufficient support for Yavas (2008) who also acknowledged these findings in his study in Turkish population. He explained this on the basis of rapid changes in gender role. To him, it appeared that the traditional gender role is swiftly getting blurred and with the increased desire of women of his country to succeed as full-time employees may have caused these conclusions. Certain public relation jobs, as per his evaluation, are better suited to the nature of women, that is, more gender specific. However, even in certain male dominant fields, women have performed equally or better than men (Yavas, 2008).

Third hypothesis was that job demands predict work family conflict, which means job demands leads to work family conflict. And as we see in results and table of regression analysis that higher job demands increase work family conflicts. Linear Regression Analysis was imposed to see the effect of JD on WFC. Linear regression analysis which was used with job demands as a predictor variable. Results showed that job demands a major forecaster of WFC. These results are related to the findings of Michel (2011) who observed that various job demands like work overload, role ambiguity and time demands are among the factors which lead to work family conflict (WFC) (Michel, 2011). The link between job demands and WFC may be described via role theory and resource drain theory. With regards to role theory, it is explained that both work and family have different set of expectations from an individual and he has to adjust to those multiple roles which, at times, result in conflict between work and family. Moreover, even within the domain of work, a person is expected to play different roles with coworkers, superiors, subordinates and clients. These add to his job demands and act as stressors. While struggling to bring all these roles in coherence and harmony, some individuals succumb to this pressure. It also results in drain of resources namely time, attention and energy which are finite and have to be adjusted according to the demands. Both of these theories indicate a positive association between job demands and work–family conflict (Michel, 2011).

Limitations

Although this study gives us an insight into call center employees dilemmas, there are few pertinent limitations in this study which are as follow

1. First, we are unable to establish causal inferences as it is a cross-sectional study. A longitudinal study would be helpful in this regard. Furthermore, contrary to some of the previous studies, in our study women did not experience more work-family conflict which highlights the requirement of further qualitative studies in order to find out how both genders behave in terms of work-family conflict.

2. Secondly, the data was collected through a self-reported survey creating a response bias. To prevent this, further studies should include multiple-informants including family members and supervisors. One method is to evaluate the performance feedback by the superiors.

Conclusion & Recommendations

It was concluded in present research that males have higher work family conflicts than females whereas; results are insignificant on job demands. We recommend that the organizations should focus on work-family conflict as an important cause of exhaustion and burnout, and in order to alleviate it, improved support from superiors, supervisors and peers would be instrumental. Similarly, counseling programs at individual levels, family-friendly policies at organizational level and incorporation of related work models would be beneficial. Future research is also recommended in order to get a better perspective of work-family and family-work conflict, to achieve a consistent model for well-being of employees. Implementation of these findings in human resources policy would be helpful for employees to cope with the aforementioned stressors. Lastly, further enrichment of data such as that related to spouse and his/her professional status including career growth and earning, as well as availability of support system would prevent confounders.

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APPENDICES

Informed consent

I am an MSC research student at National Institute of Psychology (NIP Quaid-i-azam University Islamabad. I am conducting a research that aims to study the "relationship between job demands and work family conflict."

Therefore for this purpose I am handling over you a set of questionnaires related to objectives of my research. Instructions about how to fill a questionnaire have been provided separately with each questionnaire. You are requested to kindly fill these questionnaires according to your own perceptions. Please do not leave any statement unanswered. I assure you that your information will be kept confidential and will be used for research purpose only. You will be free to withdraw from the study at any time. Your name or identity will not be asked or used in this study

If you agree to participate willingly, please sign the informed consent.

Thank you

Nimra Zahid

_____

Signature

Demographic sheet

Gender   : Male   Female

Age in years   _____

Education   _____

No of children   _____

Working hours   _____

Family system   _____

Work-Family Conflict

The statements below ask about how you feel about your work and non-work roles. Read each statement and mark the box reflecting your agreement or disagreement with the statement. If you are an unemployed or employed in your job for less than three months, base your responses on your experience with your last employer. Otherwise base your responses on your experience in your current job.

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

1.	The demands of my work interfere with my home and family life.	SA	A	UD	D	SD
2.	The amount of time my job takes up makes it difficult to fulfill family responsibilities.					
3.	Things I want to do at home do not get done because of the demands my jobs puts on me.					
4.	My job produces strain that makes it difficult to fulfill family duties.					
5.	Due to work-related duties, I have to makes changes to my plans for family activities.					

Job Demands Resources Scale

The purpose of this questionnaire is to obtain a picture of how you personally evaluate specific aspects of your work. Please read each statement carefully and cross the number from (1-5) that best describes how frequently you feel that way. Do not skip any questions.

1=NEVER	2=SELDOM	3=SOMETIMES	4=OFTEN	5=ALWAYS

	STATEMENTS	SCALE

	STATEMENTS	1	2	3	4	5
1	Do you have much work to do?					
2	Do you work under time pressure?					
3	Do you have to be attentive to many things at the same time?					
4	Do you have to give continuous attention to your work?					
5	Do you have to remember many things in your work?					
6	Are you confronted in your work with things affecting you personally?					
7	Do you have contact with difficult people in your work?					