

Impact of Work Life Conflict on Organizational Performance and Moderating Role of Family Life Stages: A Case Study in Pakistan

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Abstract: This study examined the effect of work-life conflicts on organizational performance through longer working hours, work overload, organizational citizenship behavior, perceived organizational support and employees' satisfaction. Study in hand also investigated the moderating effect of the family life stage on proposed model. The results of a field survey reveal responses from 280 employees from private sector organization including Kohenoor international, Ahmad Hassan textile and Metro cash and carry in Pakistan to investigate the effect of work life conflict on employees' performance. Partial correlation and hierarchical regression is applied for the analysis of data. Results imply that employees facing less conflict between work and life come with the positive perspective at work place.

Key words: Work-life conflicts • Work overload • Organizational citizenship behavior • Perceived organizational support

INTRODUCTION

High employees' turnover rate is increasing the cost of the organization. Work-life conflict is one of the significant reasons of the problem therefore from last few decades it has got enormous attention of the researchers [1]. Work-family conflict is defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" [2].

Organizational performance is dependent on employees' skills, knowledge, competencies, interests and satisfaction. Work-life conflict is phenomena creating by changes in patterns of work and more expectations from the employees. It has strong impact on employees' performance and organizational performance because it decreases the efficiency and effectiveness of the employees [3]. Work-family conflict is defined as "a form of inter-role conflict in which the role exerts pressures from the work and family domains are mutually incompatible in some respect" [4].

Role theory, spillover theory, gender role theory and conflict theory are addressing the different aspects of work-life conflict. Role theory is presented the different

role of an individual at work place and in his personal life. It's also described the conflict between these two roles. According to spillover theory environment at work place not just has an impact on work and organizational behavior but it has significant impact on overall individual's behavior. This is basically affecting the personal life of the employees [5].

Conflict theory refers that work place and home are two different spheres for an individual. Both spheres have different requirements, demands, responsibilities and required different types of behaviors. There would be a conflict between these two spheres in any case therefore working hours, job stress, perceived organizational support and work overload had no effect on it [6].

The present study is inquiring into factors increasing the employees' turnover rate and employees' performance negatively and precarious implications of perceived work support toward work-life conflict on organizational cost and employee's productivity. The pursuit of work-life conflict is a protuberant topic in academic research and media reports, with many scholars and analysts describing the challenges faced by members of the labor market in balancing their work duties with their personal responsibilities/ needs of life. This study is an attempt to

establish a nexus with the past researches and reveal the vital factor of work-life conflict which is significantly liable for reducing the workforce productivity. Therefore to provide a food for thought to different tiers of management therefore as to address the issue efficaciously. Given the lack of research on work-life conflicts, is an increasingly important industry for various private sector organizations in Pakistan because of the high turnover rate, absenteeism rate and lack of organizational citizenship behavior.

In Pakistan work pressure is higher in private sector organizations as compare to public sector organizations. In this sector there is a significant difference between written job description and job duties at work place. This study will examine the difference and will fill the gap in the literature by investigating what contributes to work-life conflict, OCB, psychological contracts and organizational performance in private sector organization.

Literature Review: There are two components for the improvement of organizational performance and three parameters to measure performance. Organizational performance is based on harder and softer part of organization. Harder part is based on infrastructure, machinery and tangible assets of the organization but processes and employees are considering as the softer part. For the management of the softer part of the organization it imperative to handle the issues relevant to employees' performance. Work-life conflict has immense impact on employees' performance, which is affecting the organizational performance [2].

By ignoring determinants of organizational performance it's hard to gain competitive advantage in this vibrant environment [2]. This study will determine the factors distressing organizational performance directly or indirectly.

Work-life conflict is positively associated with number of working hours. Role theory, conflict theory, spillover theory and gender role theory are relevant theories to work life conflict. According to these theories there is positive relationship of work-life conflict and working hours at work place. Role theory basically explains the roles of an individual at workplace and at home. It also explains the conflict between these two roles and negative impact of social role on familial domain. According to [6] added work expectations and job involvement are also causing the work-family conflict".

Conflict theory implies that family and work place are two different spheres and accordingly has different demands, expectations, responsibilities and norms.

Therefore there should be well defined balance between them, otherwise it will hard to manage the conflict.

Spillover theory refers that work sphere is dominant on the home sphere. It has great impact on the home sphere e.g. behavior and attitude at work place has negative effect on home sphere. According to these three theories work-life conflict is affecting the individuals psychologically. Roles theory is purely discussed the psychological aspect but conflict theory and spillover theory has little discussion on behaviors as well.

Work-life balance is critically important for fostering and sustaining the employees' performance. Work-life balance could be control through perceived organizational performance. It's also upshot absenteeism and turnover rate positively [7-8]. It is crucial for fostering employees' performance that they actually feel organizational support for work load management. They felt intrinsically motivated when the perceived organizational supports for work-life balance [9].

Work-life balance is very crucial variable for the enhancement of employees' performance. Work-life balance activities reduce create a positive attitude among employees resultantly they feel motivated toward their work-related activities. Therefore organizational performance is positively associated with work-life balance activities and OCB is also contributing to neutralize the effect of this work-life conflict [10-11]. Individual's satisfaction toward their lives also has prodigious impact on employees' performance. Life satisfaction dependent on work load, working hours and work related stress (in short work-life balance). Therefore employees' satisfaction is an important dimension to minimize the effect of work-life conflict on employees' performance [12].

Work overload adversely affects the organizational commitment and turnover intension. Employees want to switch other organizations because of work overload and they feel less committed with that organization. It also creates the feelings of less supportive organizational culture [13]. Work overload demands longer work hours which creates the imbalance of work and family life. Flexible working hours develop a balance between work and non-work / personal activities [14].

Work overload is defined as the chronic sense of work pressure. Individual has a lot of working activities to do but has no adequate time for completion. Work-family conflicts are associated with work pressure and work overload [15]. In contemporary organizations long work hours is requirement of the job. According to

conservations of resources (COR) theory if employees spend more hours at work place then they devote less of these precarious resources i.e. their families and social life. Long working hours drain other vigorous resources (i.e. energy), that are needed for non-work activities, public relation management and leisure time activities. Therefore, long work hours positively associated with greater work-life conflict but negatively associated with perceived organizational support and work-life balance [16-17]. Longer working hours create work pressure and stress for employees. This work pressure / stress reduce the employees' productivity. Therefore long working hours affect the employees' performance adversely. There is also the negative association between work stress and employees' performance [18].

Perceived organizational work-life support constructs the organizational commitment, reduction in turnover intension, reduce the absenteeism rate and enhance the performance. This conflict could be managed by employees' perceived psychological contract with organization [19-22].

Internal locus of control and self-efficacy cause the organizational citizenship behavior (OCB). OCB and work-life conflict have two dimensional relationships because these variables are causing and affecting each other. These both variables are causing each other but in moving in opposite direction. Work-life conflict is decreasing the OCB but OCB is also affecting work-life conflict. Work-life conflict decreases when OCB increases and vice-a-versa [23].

[24] Is described the negative relationship between work-life conflict and OCB. One is decreasing other is increasing and vice-a-versa. OCB motivates the employees to manage their work-life conflicts for the betterment of the organization. Those employees intrinsically / self-motivated for the productivity of the organization. They feel a strong association with the organization and want to do hard work for its productivity. Organizational citizenship behavior varies between males and females. Females were not rated differently than men in spite of family leaves. They had more family leave as compare to men. Employees who are more interested in any kind of leaves have less OCB. Therefore, they don't like to perform any other unrelated or extra task, to work overtime and also won't like to help their co-workers. Work-family conflicts (WFC) and employees satisfaction has the crucial relationship. WFC has negative association with the employees satisfaction (related to work, personal life and overall). When employees will be overloaded at work place they will

unable to perform their non-official activities. Therefore they will be less satisfied with their jobs, working environment and organizational culture [25-26]. Work-family related conflicts develop a negative attitude among employees therefore they feel less motivation toward their work [27].

Work-family conflicts create depleted time for the employees because it drained employees very adversely and suck all the energy from them which they want to utilize for the families / personal activities. This is enhancing the dissatisfaction related to work place and mentor, enhancing the employees' turnover intension. Work-family conflicts negatively associated with job satisfaction when one increases other will decrease visa-versa [28]. Perception of work-life conflict reflects that employers support and respect their subordinates for management of working and non-working activities at workplace. Therefore work-life support perception to employees affects their performance. Employees with mentoring support feel more compassionate and malleable organizational culture [29].

In Finland [30] found that perception of work-family support is more positive in public sector as compare to private sector, because of flexible working hour, support from supervisors and peers and assistance from mentors. Rate of work-life conflicts is higher in the case of female as compare to male. They have more family related responsibilities as compare to their spouses. Married women have a great impact on their work performance because of this work-life conflict because they cannot compromise on their family related issues / responsibilities. Basically they have two types of pressures one is to have to provide the financial, support to their families and second is also to manage their home related activities.

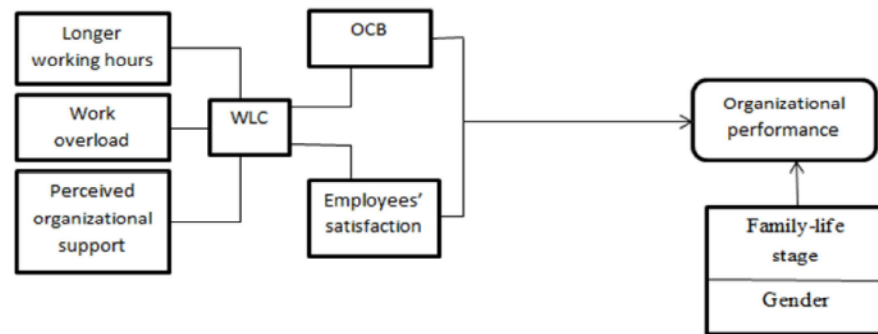
On other hand men just have to provide the financial support their families but are facing the conflict among work related activities, social activities, leisure time related activities and personal activities [31-34]. Perception of supportive environment based on the job security, fit between work pressure and personal life, supervisors and peers support at time of need. All these factors enhance perception of supportive environment and employees feel comfortable with their working activities [35].

Gender role theory describes that men are expected to give priority to their work on family and absenteeism is not considered as good behavior for organization. Ultimately it will affect the performance of the employees and organizations adversely.

Turnover rate and absenteeism have considerable effect on organizational performance and work-life conflict has adverse effect on turnover rate and cost of the organization. Therefore work-life conflict has significant impact on organizational performance. Psychological contract and OCB has association with work-life conflict.

Theoretical Framework: Theoretical framework shows the relationship among variables. In this particular study, there is only one dependent variable and three

independent variables including longer working hours, work overload and perceived organizational support. All these independent variables determine the dependent variables with the help of moderating variables (organizational citizenship behavior and employees' satisfaction). Family-life stage and gender also affect have impact on organizational performance but sufficient research has been done on these two dimension. Therefore, these variables are taken as the control variables in the model.



Work-life conflict is the dependent variable. OCB and employees' satisfaction are moderating variables. OCB and employees satisfaction has significant impact on the relationship of the work-life conflict and organizational performance through employees' performance.

Family-life stage and gender are controlled variables. Longer work hours, work overload and perceived organizational support are major indicators of the work-life conflicts.

Constructs	Dependent variable Organizational performance	Independent variable Work-life conflict	Moderating variables	
			OCB	Employees satisfaction
Dimensions	<ul style="list-style-type: none"> Financial performance Market share Profits Dividends Growth rate Nonfinancial performance Tacit knowledge Competent employees skills Upgrade to processes 	<ul style="list-style-type: none"> Work overload Longer working hours Job stress Less supportive organizational culture pressure to meet deadlines 	<ul style="list-style-type: none"> Perceived psychological contract Task sharing Cultural aspects Additional task or working responsibilities 	<ul style="list-style-type: none"> Flexible organizational structure, Supportive working environment, positive attitude of supervisors, job security, fair monetary benefits , and career growth opportunities
Sources	(Carton, 2004) (Robison and Dess, 1984)	(Deb, 2008)	(Brown and Harvey, 2007) (Armstrong, 2010)	(Robbins, Jude and Sanghi, 2007) (Dessler, 2010) (Armstrong, 2010)

It is presented different dimensions of work-life conflict in his book human resource development (HRD). Therefore work-life conflict can be measured through these element i.e. job stress, work overload, longer working hours, supportive organizational culture and pressure to meet deadlines at work place. This study will be having an analysis of few indicators including work overload, longer working hours and perceived organizational support [36].

Work overload is one of the indicators of work-life conflict. Therefore Work overload and demand for longer working hour is having adverse impact on the

employees' performance. Longer working hours disturb balance between work and personal life. It's reducing the performance of employees because they perceive less support from the organization against work-life integration [1].

H₁: Work-life conflict has negative association with organizational performance.

Organizational citizenship behavior (OCB) is basically an individual behavior that is discretionary because it's not directly or explicitly recognized by the formal reward

system. OCB enhances the employees' psychological contract with organization that has great impact on employees' performance. Perceived psychological contract is an unwritten contract based on expectations of employees and employers. It's one of determinants of OCB because it's the cause of OCB [2].

H₂: OCB is negatively associated with work-life conflict but positively associated with organizational performance.

Employees feel satisfied if they have flexible, supportive working environment, positive attitude of supervisors, job security and equity based monetary benefits and career growth opportunities. Therefore all these are the indicators of employees' satisfaction at work place [37].

H₃: Organizational performance is positively associated with employees' satisfaction but negatively associated with work-life conflict.

MATERIALS AND METHODS

Research Objective: Research objective of this study is to elucidate the determinants and causal relationship of the work-life conflict and organizational performance. Basic purpose of the study is to explain the causal relationship of the independent variable (i.e. work-life conflict) and dependent variable (i.e. organizational performance). There is a cause and effect relationship between these two variables. Second purpose of the study is to explore those variables, which are having an impact on the relationship of dependent and independent variables.

Philosophy: These purposes and objectives are reflecting the philosophy of positivism because it will be complicated to explain the impact of work-life conflict on organizational performance without observation, assumption, constructs and hypothesis. Philosophy of positivism provides the foundation for assumptions and hypothesis development.

Positivist philosophy is based on the hypothesis development and testing. It's all about to quantifying the objects, phenomena or solution of any problem with the help of hypothesis testing. Therefore both research approaches will be using to develop and test hypothesis. Deduction approach will be used for the development and advocacy of the construct and hypothesis. A theory will be developed after testing of hypothesis so it will be induction approach.

Research Strategy: Survey research strategy is using to answer the research questions (i.e. what, why, who, whom, where and how). It's used for the deductive approach for the hypothesis testing after collecting data through questionnaires, interviews or mixed methods. In this study survey strategy is used because of two reasons, it relies on deductive approach is first reason and second reason is Behaviors varies individual to individual. Therefore to study the OCB and employees' satisfaction (that is an attitude leads to behavior) survey is an appropriate strategy.

52.2% studies had used qualitative methods for analysis of same variable and remaining 48.8% had used quantitative method. There are many reasons to use qualitative approach for the analysis of work-life conflict i.e. diverse research objective, nature of studies, weak theoretical framework and lack of validated research instrument.

Unit of Analysis: Pakistan is developing country therefore unemployment rate is extremely high. Therefore organizational structure of private organizations is well defined as compare public sector organization. Working activities, work overload, working hours, additional working responsibilities and expected performance are higher in this sector. Therefore employees are suffering with severe problem of conflict between their working responsibilities and personal life. Private sector organizations are available population for the study but it's impossible to analyze the data because of time and cost constraints. Textile industry and educational sector is unit of analysis because in private universities work overload is higher than public sector universities.

Data Collection Technique and Tool: In order to provide a more rigorous test of the proposed model, data was collected from diversified respondents through questionnaire. Questionnaire contained 43 items and 2 sections. First section has 37 items are research model relevant questions but section 2 contains 6 questions related to demographic (of respondents). A personally administered questionnaire was used to collect the data. This type of data collection method was less expensive and facilitated in collecting the completed responses within short period of time.

The characteristics of the sample are presented in Table 1¹. The population for data collection is employees working in private sector organizations in Pakistan. The sample is selected from Islamabad and Rawalpindi and the sample size is 280 employees. The questionnaire was personally administered through the concerned people.

Table 1: Demographics of unit of analysis

Characteristics of sample				
Sr no.	Items	Items	Frequency	Percentage of frequency
1	Gender	Female	163	54.3
		Male	136	45.3
2	Age	21-30	11	3.7
		31-40	260	86.7
		41-50	28	9.3
		51-60	1	.3
3	Family-life stage	unmarried	24	8.0
		married	238	79.3
		Married children	38	12.7
4	Designation	Lower staff	36	12.0
		Assistants	28	9.3
		Supervisors	161	53.7
		Manager	75	25.0
5	Salary	25001-50,000	8	2.7
		50,001-75000	80	26.7
		above 75000	212	70.7
6	Qualification	Graduate	240	80.0
		Postgraduate	60	20.0

Total 280 questionnaires are distributed out of them 251 were received back by making response rate 87%. Data is collected from both males and females for the avoidance of the biased results. Therefore, the characteristic (i.e. gender, Age, family-life stage, designation, Qualification and salary of sample unit vary from employee to employee) of sample unit is presenting in summarized form in Table 1.

The standardized instruments were utilized to measure the variables in this research. Multiple scales were used to measure the variables i.e. five likert scale, nominal scale and ratio. The entire items were measured on a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). These objects were chosen from the scales developed by well-known scholars.

Results Analysis: Results are analyzed by partial correlation and regression. Correlation statistics shows the association between the variables that how the two variables are associated with each other, it tells that if one variable moves in one direction the other variable will move in the similar direction or opposite to that. Partial correlation is suggested because of moderating and control variables in the proposed model.

Regression test is used to check the impact of independent variables on dependent variables. Regression results show the significance of the regression model and its explanatory power as well. According to the proposed model non-linear estimation technique and maximum likely hood method will used because of interactive variables (OCB and employees satisfaction). The results will be generalized on private sector organizations of Pakistan because working environment in public sector organizations is entirely different.

RESULTS

Correlation: Correlation statistics shows the association between the variables that how the two variables are associated with each other, it tells that if one variable moves in one direction the other variable will move in the similar direction or opposite to that. Results show that independent variables have strong relationship with dependent variable. Work-life conflict (WLC) has strong and positive association with long working hours (LWH) and work overload (WOL) (0.787 and 0.667). WLC has strong but negative association with perceived organization support (POS), organizational citizenship behavior (OCB), employees' satisfaction (ES) and organizational performance (OP) with (0.801, 0.583, 0.789 and 0.818).

Bivariate Kendall's tau Correlations coefficient matrix

		LWH	WOL	POS	WLC	OCB	ES	OP
LWH	Correlation Coefficient	1.000						
WOL	Correlation Coefficient	.317**	1.000					
POS	Correlation Coefficient	-.289*	-.203	1.000				
WLC	Correlation Coefficient	.787**	.667**	-.801*	1.000			
OCB	Correlation Coefficient	-.256**	-.313**	.430**	-.583**	1.000		
ES	Correlation Coefficient	-.158**	-.423**	.126*	-.789**	.496**	1.000	
OP	Correlation Coefficient	-.540**	-.743**	.604*	-.818*	.640**	-.742**	1.000

* p<0.005, ** p<0.001

Partial Correlation Matrixes: Simple correlation shows the co-movement of the variables without control variables but partial correlation is meaning with control variables i.e. Family-life stage and variation in gender have significant impact on organizational performance. However, there is a significant amount of work is done on these variables therefore in this study these variables are taken as control variable

		LWH	WOL	POS	WLC	OCB	ES	OP
LWH	Correlation Coefficient	1.000						
WOL	Correlation Coefficient	.117**	1.000					
POS	Correlation Coefficient	-.189**	-.103*	1.000				
WLC	Correlation Coefficient	.687**	.577**	-.771**	1.000			
OCB	Correlation Coefficient	-.234*	-.302*	.230**	-.493*	1.000		
ES	Correlation Coefficient	-.122**	-.309**	.112*	-.713**	.366**	1.000	
OP	Correlation Coefficient	-.520**	-.643**	.584**	-.718**	.540**	-.631**	1.000

* p<0.005, ** p<0.001, Control Variable = Family-life stage

		LWH	WOL	POS	WLC	OCB	ES	OP
LWH	Correlation Coefficient	1.000						
WOL	Correlation Coefficient	.117**	1.000					
POS	Correlation Coefficient	-.189**	-.103**	1.000				
WLC	Correlation Coefficient	.657*	.597**	-.701**	1.000			
OCB	Correlation Coefficient	-.134**	-.302**	.230**	-.393**	1.000		
ES	Correlation Coefficient	-.422**	-.409*	.312*	-.653**	.266*	1.000	
OP	Correlation Coefficient	-.620**	-.643**	.584**	-.708**	.540**	-.601**	1.000

* p<0.005, ** p<0.001, Control Variable = Gender

Regression: Regression test is used to check the impact of the independent on dependent variables. Regression results show the significance of the regression model and its explanatory power. Three step mediation and moderation techniques were used to analyze the results.

Ordinary Least Square (OLS)

	B	Std. Error	t	Sig.
(Constant)	.112	.058	.440	.005
LWH	.234	.043	5.384	.000
WOL	.987	.029	5.205	.000
POS	-.874	.043	-9.135	.002
R	.807			
R ²	.723			
Adjusted R ²	.711			
F	459.227			

Dependent Variable: WLC

$$WLC = 0.11 + 0.234 LWH_i + 0.98 WOL - 0.874 POS + \mu$$

Results suggest that one unit change in LHW is creating 0.234 units change in WLC. One unit increase in WOL is increasing WLC with 0.987 units on average, one unit increase in POS are decreasing work life by 0.874 units.

The regression analysis indicates that the value of R Square is 0.723, which indicates that there is 72.3 % variation in WLC is explained by the variables in the study while 27.7% variation is due to those factors, which are not considered in this model. The value of F is 459.227 and is significant showing the fitness of the model. The results of the study showed that all the variables have significant impact on WLC.

OCB Is Negatively Associated with Work-life Conflict

	B	Std. Error	t	Sig.
(Constant)	.056	.018	-3.150	.002
WLC	-.726	-.005	-23.867	.000
R	.697 ^a			
R ²	.623			
Adjusted R ²	.603			
F	21869.78			

Dependent Variable: OCB

$$OCB = 0.5 - 0.726 WLC + \mu$$

In this regression OCB is the dependent variable but WLC is independent variable. One unit change in WLC is creating 0.726 units decrease in OCB on average.

This regression analysis is indicating that the value of R Square is 0.693, which indicates that there is 69.3 % variation in OCB is explained by the variables in the study while 30.7% variation is due to those factors, which are not incorporated in this model. The value of F is 21869.78 and is significant showing the fitness of the model.

Organizational Performance Is Positively Associated with Employees' Satisfaction

	B	Std. Error	t	Sig.
(Constant)	.048	.018	-2.150	.000
WLC	-.826	-.014	-8.867	.000
R	.797 ^a			
R ²	.743			
Adjusted R ²	.703			
F	819.78			

Dependent Variable: ES

$$ES = .048 - 0.826 WLC + \mu$$

In this regression line, employees' satisfaction is the dependent variable and WLC independent variables. One unit change in WLC is creating -0.826 units change in ES on average.

This regression analysis is indicating that the value of R Square is 0.743, which indicates that there is 74.3 % variation in employees' satisfaction is explained by the variables in the study while 25.7% variation is due to those factors, which are not incorporated in this model. The value of F is 819.78 and is significant showing the fitness of the model.

Employees' Satisfaction and OCB Is Positively Associated with Organizational Performance.

	B	Std. Error	t	Sig.
(Constant)	3.078	.065	18.656	.000
married	-.099	.091	-2.094	.005
Two kids	-.761	.095	-3.643	.001
five kids	-1.827	.064	-2.006	.006
Married children	-.327	.210	-2.558	.000
gender	-.379	.009	-6.377	.006
OCB	.876	.022	3.262	.004
ES	.993	.045	4.283	.000
R	.647 ^a			
R ²	.621			
Adjusted R ²	.598			
F	55.724			

Dependent Variable: OP

$$OP = 3.078 - 0.099D_1 - 0.761D_2 - 1.827D_3 - 0.327D_4 - 0.379D_5 + 0.876X_1 + 0.993X_2 + \mu$$

3.078 is representing category variable. One unit change in family-life stage, category-1 is creating 2.979 units change in OP on average. Performance of unmarried employees is much better than the married employees. According results employee with 5 kids has adverse effect on the performance as compare to with two kids. Male has better performance than female.

$$OP = 3.078 - 0.099M - 0.761TK - 1.827FK - 0.327MC - 0.379F + 0.876OCB + 0.993ES + \mu$$

This regression analysis is indicating that the value of R Square is.621, which indicates that there is 62.1 % variation in OP is explained by these variables while 37.9% variation is due to those factors, which are not considered in this model. The value of F is 55.724 and is significant showing the fitness of the model. The results of the study showed that all the variables have significant impact on organizational performance.

DISCUSSION AND CONCLUSION

The results of the study justify the tested hypothesis. Therefore, it can be established that the organizational performance has significant association with work life conflict through organizational citizenship behavior and employees' satisfaction. Organizational performance has negative association with work-life conflict. Therefore by increasing work-life conflict will affect organizational performance adversely (H₁). Work-life conflict and OCB also has negative relationship (H₂). Based on the results of this research, it may also be determined that the variables of organizational citizenship and employees' satisfaction are negatively associated with the work-life conflict but positive association with organizational performance. Globalization made the competition precisely hard for organization. It's hard to sustain competitive advantage for longer time period. Technology is changing rapidly because of dynamic environment.

Globalization makes it possibly easy to acquire latest technology. Therefore, in this era employees have great importance or the competitive advantage. They are major part of organizational core competencies. They are hard to imitate. Therefore, researchers are considering finding out the way through organization can satisfied their employees for efficiency and effectiveness. Efficiency and effectiveness will augment employees' performance that is ultimately leading us toward better organizational performance.

Organizational performance directly depend on the employees performance, therefore employees should be satisfied, skilled, intrinsically motivated and mentally present at work place. It is possible if they are not facing work-life imbalance / work-family conflict. Work-life conflict makes them uneasy and mentally disturbed, stressed and occupied. Therefore they have absent minds at work place. According study in hand work-life conflict caused through long work hours, work overload and lack of perceived organizational support.

Work-life conflict effects employees' performance through many variables including OCB, satisfaction, turnover intension, absenteeism rate and etc. in this study two of them are incorporated that show a significant impact on organizational performance. For enhancement of organizational performance employees should be satisfied and feel organizational support against work-life conflict and many other issues.

Limitations of the Study: The quantitative method of data acquisition is considered as one of the precincts of this research since it vanishes the element of subjectivity, which is essential to cover diversified aspects and varied off-shoots through detailed responses. Therefore, future researches are encouraged to simultaneously application of both quantitative and qualitative methods of data collection for ensuring improved results commensuration the vast domain of organizational performance and work-life conflict.

Secondly, this study has targeted the employees of Islamabad as the unit of analysis. Therefore, it is restricting the responses to a comparatively non-diversified target population. This was due to the inaccessibility to locations like Karachi and Lahore. For improved results, future work may add in responses from such demographically diversified locations.

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