

**Examining the Effect of Stressors on Work Family Conflict  
Experienced by Female Faculty in Higher Education  
Institutions**



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A thesis submitted in fulfillment of the  
requirements for the award of the degree of  
Doctor of Philosophy (Management Sciences)  
Department of Management Sciences

**BAHRIA UNIVERSITY ISLAMABAD  
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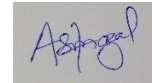
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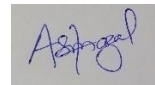
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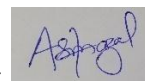
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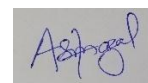
I would like to dedicate this PhD research thesis to my Husband (Muhammad Nouman Khan), my daughters (Warda Nouman & Moomina Nouman), and my parents for their support and encouragement.

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**Asma Fazal**

## ABSTRACT

Work Family Conflict studied in this research is an assessment of its antecedents and consequences affecting the quality of services delivered by the female academics. Work and family are very important spheres of an individual's life. A balance is required between the two. Whereas increasing demands from both the domain stresses the female faculty in maintaining an equilibrium. The imbalance produces stress further effecting the quality of the services that are required from the female academics.

This research uses a positivist research paradigm, collecting data via questionnaires that were adapted, through convenience sampling from female faculty members of public and private universities of Pakistan. The population of this research was female faculty working in different universities in Pakistan whereas the sample size is 203. For reliability Cronbach's Alpha results is from 0.681 to 0.931 and composite reliability between 0.826 and 0.954 whereas for validity (convergent & Discriminant) Fornell-Larcker Criterion, Cross loadings and Heteromonotratit is utilized and established. Structural Equation Modelling is used for data analysis.

This research shows that stressors at work that are work stressors (Role Ambiguity & Role Conflict) and in family (Parental & Spousal) has an effect on Work Family Conflict. Job stressors at work have an effect on individual causing job distress and contributes to depression. Female faculty involved in job decreases job distress whereas Work family conflict experienced by female faculty contributes to job distress. The respondents showed a modest believe regarding Internal Service Quality in terms of Reliability, Empath, Responsiveness and Tangibility. Work Family Conflict has an influence on depression ultimately affecting Internal Service Quality of the female faculty.



This research further highlights a need for the research to be carried out using multiple approaches like qualitative analysis and triangulation suggesting that Work Family Conflict can be explored in public and private universities separately as well. This research guides the management in facilitating the female faculty to improve the quality of their service.

*Keywords:* Work Family Conflict, causes, consequences, female faculty, universities, Service Quality.

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## LIST OF ABBREVIATIONS

<b>ABBREVIATIONS</b>	<b>TITLE</b>
GDP	Gross Domestic Product
IMF	International Monetary Fund
CPEC	China Pakistan Economic Corridor
WFC	Work Family Conflict
FWC	Family Work Conflict
WIF	Work Family Interface
FIW	Family Work Interface
ISQ	Internal Service Quality
SERQUAL	Service Quality
JS	Job Stressor
FS	Family Stressors
JI	Job Involvement
FI	Family Involvement
JD	Job Distress
FD	Family Distress
D	Depression
RA	Role Ambiguity
RC	Role Conflict
PLS	Partial Least Square
AVE	Average Variance Extracted
SEM	Structural Equation Modeling
HEIs	Higher Education Institutions
Ass	Assurance

Tan

Tangibility

Res

Responsiveness

Rel

Reliability

Emp

Empathy

## **Chapter 1**

### **Introduction**

#### **1.1 Background of Study**

Labor force participation is a key for progress of a country. It includes contribution of men and women both. Keeping in account of the female proportion of population in Pakistan that constitutes half of the population, their contribution cannot be ignored. Their participation in workforce not only assures the probability of success of a country but also makes a female financially strong entity (Batool, Tabassum & Saghir, 2019).

The participation of the females is attributed to the Gross Domestic Product (GDP) per capita growth. It is estimated by International Monetary Fund (IMF) that if female labor force participation rates matches male participation rates, GDP of Pakistan can grow by nearly one-third. It is also pointed by International Labor Organization (ILO) in recent study that Pakistan GDP can increase by reducing gender gap of female participation. Furthermore Pakistan's GDP can rise by 9% that is \$ 139 billion and this amount is even higher than the US aid and China Pakistan Economic Corridor (CPEC) loans and investment (Ahmad, 2018). It is also emphasized by the theorist that employment of females has a constructive influence on economy of a country as well as wellbeing of the individuals (Ajala, 2017; Woytek, 2013). According to Pakistan Bureau of Statistics and World Bank Pakistan's female workforce is below benchmark set by the developed countries. In Pakistan concentration of female's employment in profession of teaching and medicine-related profession is higher. One of the reason behind it is its characteristics of care giving. Socially these professions are considered more appropriate for females (Majid, 2017).

Academic institutions are called 'Greedy' (Fox, Fonseca & Bao, 2011) as more working hours and loyalty is required from the staff/faculty and undivided attention and devotion is the prerequisite to fulfill their duty (Magadley, 2019). In this research women are targeted in academic sector as it is observed that their inclination towards this sector is more as compared to other professions. Despite the fact that teaching profession nowadays has become very challenging and demanding (Shaikh, Channa, & Mirza, 2019).

Education being the fundamental human right, stands most important element in evolution of human progress and nation development. Sustainable socioeconomic development of a country depends on substantial investment in its human capital through education. Educated people work as an effective tool in accepting and adopting innovative ideas and means of productivity/technologies. Pakistan literacy rate of adults is 60% having Female literacy rate 67.5% and Male literacy rate 81.3%.

There are 211 universities with 60.3 thousand teachers in both public and private sectors functional in 2018-19. The overall enrolment of students in higher education institutes (universities) increased to 1.86 million (2018-19) from 1.58 million (2017- 18). The enrolment is expected to increase more by 2.5% (Economic Survey of Pakistan, 2020-2021). Similarly, there is an increase of 1.76 million teachers as compared to 1.77 million last year, reporting an increase of 1.80 million during 2019-20. According to the National Institute of Population Studies (NIPS) estimated population of Pakistan is 215.25 million having 48% percent females.

Present government is committed to achieve Goal 4 of SDGs i.e. "Quality Education". For quality education facilitation if the staff and their physical and mental health is required. Keeping this mind conditions of job opportunities for women in the present era has increased but at the same time women face obstacles in pursuing a higher

career because of several factors such as glass ceiling, work family conflict and family support.

Female faculty has to put a lot of effort to get themselves ready for the classes in terms of writing notes, keeping themselves updated, attending conferences and seminars, checking papers conducting research, reading, writing and many other administrative tasks like attending meetings, planning and evaluation (Maliki, Ashur & Rafiq, 2021). The faculty is not only involved in administrative work but also contributes towards nonacademic activities (Gilbertt, Brisson & Vézina, 2020). The Higher education scenario has been changed in the previous two decades by worldwide ideas and policy models. Higher education frameworks in numerous nations have extended drastically to meet growing economic and social needs. Educational policies, structures and practices have been essentially affected by globalization (Khalifa et al.,2021).

Higher Education Institutions (HEIs) need to become more efficient and participate in a competitive global market where client expectations are continually rising. In this new reality service quality being critical has been established (Sharabi, 2013). The quality of the academic staff is the most important factor in creating value for an educational institute. Service quality has a significant impact on better provision of services as a good tool to do so (Khan, Ahmed & Nawaz, 2011). Faculty is an integral part of universities' service quality indicating significance of physical facilities, administrative services, and general university environment (Kashif, Ramayah & Sarifuddin, 2016). An effective academic staff of university having service quality results in positive outcomes for the institute (Rahimizhian & Eluwole, 2020).

For an educational system to be successful it relies on the faculty. Therefore faculty has to maintain a standard. In higher education system faculty is undergoing stress in order to meet the expectations. Customers are served well when internal service

provider that is faculty is well served (Nie, Shi, & Zheng, 2019). Staff of any educational institution is the source of achieving the desired outcomes. If they are having problems it affects the educational system having long lasting consequences. The academic sector professionals have to do a lot of homework in order to get themselves ready for the classes in order to deliver along with paper work in terms of writing notes, keeping themselves updated and checking papers and hence they find it hard to maintain a balance between their personal and professional life.

Pakistan is a developing nation tested by the battle against psychological warfare and high inflation rate and a flimsy monetary framework (Bano et al, 2019).The precariousness as far as money related deficiencies has expanded the pattern towards work of working women. In Pakistan females going out of the constraint boundary is not considered as good notion for women for becoming part of the labor force. Gender disparity is highest in Pakistan and female of the same status to men have also experienced disadvantage. In Islamic state women in labor showcase is a test itself being an overseer of the house.

Work and family is essential areas of female's life which is influenced by several factors including globalization as it has changed existences of representatives for good and also for the more terrible. Based on Conservation resource theory a person has restricted time, vitality and assets, when one is engaged in the area of employment it leaves the other sphere that is family unfocused. This fight amid the distributions of assets to the two areas is a region of intrigue and significance. Balance is required to be set up among work and family, a need which is to be kept up in the two headings that is work and family being bidirectional in nature (Hirschi, Shockley & Zacher, 2019).The bidirectional nature infers that work affects family and family related circumstances



effects work. It is determined from studies that work related matters effect family more than family having an effect on work (Frone, Russel & Cooper, 1992).

The focus of women's life is her family whether be Pakistani or from any other country. Her act and thinking revolves around family. When she is employed her life oscillates between two domains struggling to maintain a balance between the two. She is more associated with issues than men (Bimrose, 2019).It is very difficult for females to do justice with both domains. When a female tries to fulfill responsibilities of family, work is neglected and when she concentrates on the work, family is neglected.

In Pakistani culture females are associated with the role of a homemaker and it is the precedence of the working women. In connection to this practice men are very authoritative and he prefers to marry women who are willing to be house wives (Ahmad et al,2020).When a female is employed contrary to a male her struggle is increased. When a male gets a job his problems are solved whereas when a female gets employed she has to go through additional work load of office, and house. This irregularity of work family strife in Pakistan is under examined (Khursheed, Mustafa, Arshad & Gill, 2019).

Working women perform multiple roles which assert pressures on her suggesting that consequences are inevitable for both females and organization. The cause of the pressure between the work and family is due to stressors. The pressure or stressors that are related to work are called occupational stressors (Role Ambiguity and Role conflict) and the ones that are related to family are called family stressors (Marital and Parental stressors).These stressors have negative influence on the wellbeing of the females effecting their quality to deliver.

Those females that are employed has to follow certain rules and guidelines of an organization. These guidelines put weight on the individual by having higher request of work. Whereas home has its own system to be followed. Failing to meet the standards

that are required at work and family stresses a person. The increase in stress and anxiety that rises due to work family conflict have negative consequences effecting wellbeing of the individuals include tiredness, exhaustion, execution misfortune, reduction of work fulfillment and authoritative duty (River, Borelli & Nelson-Coffey, 2019).

This research helps in understanding the causes and the consequences that lies in Pakistan in which the experiences of the female academics is different from that of countries from the west. This research enables the educational organizations to manage their female workforce in handling their dual responsibilities. Research on Work Family Conflict can be found in abundance in Western countries (Galletta et al, 2019; Young, 2019) as compared to the developing ones. In developing countries research on Work Family Conflict is quite inadequate (Afzal & Farooqi, 2014; Anwar, Mehmood & Sair, 2016). There is no validation that findings of WFC can be generalized in culturally dissimilar countries Therefore there was a gap for this investigation on the under researched concept of Work Family Conflict (Wharton & Blair-Loy, 2006) in Pakistan. There is a need to think about work family struggle as it causes melancholy in the scholarly staff as they confront issues relating to clashing parts which in term impact their service quality. Keeping in view the competition between the higher education institutions there is a continuous struggle to deliver the best by the institutes to their potential customers (Cheung et al., 2011; Clemes et al., 2013; Dehghan et al., 2014). Therefore a standard is set to deliver upto the expectations of the customers by improving the service quality.

Service quality “as a form of attitude, related but not equivalent to satisfaction, and results from comparison of expectations with perceptions of performance” (Parasuraman et al. 1988, p. 15). Applied to the higher educational context, service quality can thus be defined as “the difference between what a student expects to receive

and his/her perceptions of actual delivery” (O’Neill & Palmer, 2004, p. 42). Quality in service providing organizations have to improve and update their services to meet the standards set so far (Garvin, 1984, 1988; Cândido & Morris, 2001; Van Looy et al., 2003; Zeithaml et al., 2006; Wilson et al., 2012). Quality of services is significant for all organizations no matter what they deliver (Cândido & Morris, 2001; Van Looy et al., 2003; Wetzels, 1998; Zeithaml & Bitner, 2003). Research has indicated that there is an association between job stress and service quality. The more stress is experienced by the employees the more it influences the service quality in a negative direction. (Tenreng, 2016, Arshadi & Damiri, 2013; Yozgat et al., 2013). The paradigm shift to service quality, today experts agree that the idea of the service quality is determined by the customer or consumer. Measurement of service quality is important in service sector. The emphasis is given to the external customers neglecting the internal customers which is an important aspect to identify and evaluate.

Today’s stress has become an important part of jobs in every sector. Competition is rising continuously as a result increasing the levels of stress among employees (Manzoor, Awan & Mariam, 2012). The term stress can be defined as “the personal experience of an individual that is caused by the increased pressure and excessive and inappropriate demands” (Ricardo, Amy & Rohit, 2007, p. 7). In the present competitive time stress is witnessed and experienced more. Therefore, organizations should develop effective measures to reduce their employees’ job stress (Dobrodolac, Markovic, Cubranic & Denda, 2014). This research focuses on the linkage of negative effect of imbalance of work and family effecting service quality.

The initiative behind conducting this investigation is to give a detailed view of the antecedents and consequences of Work Family Conflict. This study presents a sound model of Work Family Conflict showing stressors that have an impact on WFC and

Service Quality. It examines work to family conflict: Time, Behavior and Strain-based. It unscrambles work and family area variables into the categories of role stressors (i.e role ambiguity, role overload), job distress and job involvement), family domain categorized in family stressors, family distress and family involvement, further creating linkage with Internal Services Quality and its determinants that are tangibles, responsiveness, empathy, reliability and assurance.

This research is based on Frone model which gives bidirectional nature of WFC. Frone and his colleagues (1992) utilized a model to set up that WFC comprises of two related ideas of work with family life (WIF), and impedance of family existence with work (FIW). The models of work-family interface is given experimental consideration in Western countries (Hill et al., 2004). Whereas in Pakistan it is not yet explored to its depth. This research adjusts Frone (1992) model of work family conflict to learn causes, and consequences of work family conflict causing depression and adding a dimension of service quality to it.

## **1.2 Research Gap**

The Higher education scenario has been changed in the previous two decades by worldwide ideas and policy models. Higher education frameworks in numerous nations have extended drastically to meet growing economic and social needs. Educational policies, structures and practices have been essentially affected by globalization (Khalifa et al.2021).

Therefore higher Education Institutions (HEIs) need to become more efficient and participate in a competitive global market where client expectations are continually rising. In this new reality service quality being critical has been established (Sharabi, 2013).

The quality of the academic staff is the most important factor in creating value for an educational institute. Service quality has a significant impact on better provision of services as a good tool to do so (Khan, Ahmed & Nawaz, 2011). Keeping this in view faculty is an integral part of universities' service quality indicating significance of physical facilities, administrative services, and general university environment (Kashif, Ramayah & Sarifuddin, 2016). Consequently an effective academic staff of university having service quality results in positive outcomes for the institute (Rahimzhan & Eluwole, 2020)

### **1.3 Problem Statement**

To be in teaching profession is not a healthy profession today. Study reports that 13% lecturers have mild stress, 77% moderate stress and 10% severe stress. The stress is caused by work stress, 42.3 % because of work load, 22.7% work environment, 17.7% personal problems and 17.7% other problems

In the last few decades, economic development and growth has occurred very rapidly. This has encouraged females to participate in fulfilling household needs. So, it is not surprising that nowadays we often encounter working women. Worldwide, the participation of women in the world of work has increased since the 1960's. Working women consistently feel under pressure while integrating work roles and responsibilities at home. There is a need for avoiding conflict between work and family as they are important areas of one's life. Balance between work and family is very essential in creating a healthy and supportive family life and work environment enabling the employees to deliver upto their potentials. Having an imbalance between work and family can lead to significant undesirable consequences.

Studies have shown that Work Family Conflict is a subject of concern. Research is carried on nurses and doctors of health care sector, bank managers and employees, on

students, primary government teachers, university teachers of Faisalabad investigated the relationship between organizational commitment and workplace stressors, such as work-family conflict, role conflict, and role ambiguity, and organizational injustice, entrepreneurs and news media. There is inattention paid to research on women in the Academic institutions as compared to that of corporate sector.

Faculty in educational institutions are very important as they deliver education which is an important tool that equip an individual to perform expected roles in a society. In this connection the role of the teacher is a significant one in making the teaching and learning process effective. Female teachers bears the burden of teaching and non-teaching duties as compared to male teachers. Instead of conducting research, reading and writing many other administrative tasks like attending meetings, planning and evaluation are also done by faculty. Outside the classroom it is difficult for a teacher to do extra duties. These competing responsibilities at work and at home places stress on the female faculty.

Work family conflict is a phenomenon of concern because it not only affect the individual but has an affect on the organization. Work family conflict has been associated with numerous undesired implications pertaining to individual and employer. Women are more likely than men to experience WFC because of the role overload and caregiver strain. Women devote more hours per week than men to non-work activities such as childcare, elder care and are more likely to have primary responsibility for unpaid domestic work having less spousal support for their careers than their male counterparts.

Therefore this research explores the causes and consequences of Work Family Conflict that the female faculty in Higher Education Institutions experience. There was a need to study this phenomenon in Pakistan because the concept varies with different cultures and individuals restricting its generalization to other cultural settings. Furthermore it gives an insight into the triggers of Work Family Conflict and its

detrimental consequences experienced by the female faculty of Higher Educational Institution.

This research guides the management of the educational institutions to take corrective measures and initiatives to facilitate the female faculty members so that their mental health is improved and consequently overall productivity of the institutions can improved.

*Work Family Conflict affect health of female faculty of universities which have repercussions in terms of their Internal Service Quality.*

#### **1.4 Research Questions**

Following research questions are formulated to come up with the answers that can satisfy the research objectives set so far.

1. How do job stressors affect Work Family Conflict in higher education institutions of Pakistan?
2. How do family stressors affect Work Family Conflict in higher education institution of Pakistan?
3. How do Depression affect Work Family Conflict in higher education institutions of Pakistan?
4. How do Internal Service Quality affect Work Family Conflict in higher education institutions of Pakistan?

#### **1.5 Objectives of the Study**

In order to address the questions above objectives are set for this research as below

1. To inspect causes of Work Family Conflict pertaining to female faculty working in higher education institutions.

2. To examine consequences of Work Family Conflict experienced by female faculty working in higher education institutions.
3. To examine Internal Service Quality and its association with Work Family Conflict experienced by females working in higher education institutions.

### **1.6 Significance of the Study**

Now a day's more women are working and are engaged in economic activities to support their families (Junaid, Sultana, Jabeen & Ali, 2019). This makes their life very challenging as they have to maintain a balance in their life dividing their time and energy to the work at office and at home. If the balance between the two domains is not attained it has negative effect on the performance of women (Azma & Kannadas, 2020). The depression that is the outcome of the imbalance has effect on the performance and psychological health of the females (Armoon et al, 2019).

Research in order to study WFC experienced by the female academics of higher education institutions will further facilitate the management in understanding how to attract, retain and develop their workforce. Meanwhile it will improve the quality of services of the faculty to deliver to their capacities. This research focuses on working women employed in higher educational institutions in a developing Muslim country that is Pakistan.

This study gives an indepth view of the influence of job and family stressors on Work and Family. The stressors give rise to Work Family Conflict that hinders women from maintaining a healthy physical as well as psychological state of mind which eventually affects her ability to delivery. This fact created a lot of room for current study as the concentration of working women which needs to be tackled with care as teaching is a sensitive profession. Teaching profession has a large number of female teachers because females are considered to spare more time for families and fulfilling their professional



liabilities (Iqbal et al, 2019). This research is depiction of the stressors that influence a female faculty member.

The outcome of the research facilitates the organizations in taking corrective actions. Facilitating workforce of an organization in terms of work and family responsibilities have positive outcomes for the institution as well as the individual. Employees who are compensated and facilitated have minimized conflict between the work and family (Wu & Chang, 2020).

To be conscious of the workforce needs first there is a need to understand the need of balance between work and family in an organization in order to facilitate the female academics of higher education institutions. In this direction a better comprehension of the reasons of conflict between work and family roles and its effect on the individual opens a door for the organizations to comprehend the phenomenon and integrate both work and family roles to utilize them for the betterment of the individual as well as the organization. It is vital to study WFC as it is anticipated because it also varies with individuals 'families and nations (Ferreira et al, 2019). The phenomenon of WFC is multidimensional and requires attention from policy makers and academicians as juggling between family and work responsibilities is increasing (Lambert, Qureshi, Keena, Frank & Hogan, 2020).

The damaging impacts of work weight on representatives' physical and emotional wellbeing cannot be overlooked. It is beneficial for the specialist to examine the negative impacts of the work and family stressors. This sort of research is useful to the human asset specialists which can lessen the unsafe impact of stressors (Erden & Bayazit, 2019).

Work Family Conflict is an area that is full of surprises. Researches have examined antecedents of this area still a little is known. Further exploration has identified different causes and consequences of work interfering work and vice versa, supporting

the bidirectional nature of work Family Conflict (Byron, 2005). It can be said that the literature on the work-family interface is complex, and theory in the field is uncertain and under-developed (Kuschel, 2017).

The study suggests there is a relationship between work-family conflict, psychological well-being and service quality. This research further adds to the previous researches by examining the causes and consequences of WFC in higher educational institutions and linking it to service quality. Service quality is increasingly recognized as an important aspect of academic programmes. This is because service quality has become a major strategy for improving competitiveness in an educational institution.

Research on WFC is yet to be explored in the context of developing and underdeveloped countries. The area is more highlighted and viewed in the developed countries showing a significant amount of research (e.g., Joplin et al., 2003; Hassan et al., 2010). It is also to be kept in mind that theories, models and findings of work family conflict cannot be applied in general because they vary country to country (e.g., Poelmans, 2003; Spector et al. 2004; Kengatharan, 2015).

## **1.7 Organization of the Study**

This thesis comprise of the following chapters. A brief view of which are given as below to guide through the research structure.

Chapter 1: Introduction.

Chapter is the introduction of the research. It introduces the research area further highlighted the gap and the need for the research. It comprises of the background of the study, problem statement, research objectives, research questions and significance of the study.

Chapter2: Literature Review.

This chapter is a detailed view of the studies that are carried out in the past and in the present in connection to the research area. It further elaborates the variables and their connections. It is the broad writing survey showing the reasonable system for the examination. Besides, the chapter likewise shows the examination theories.

#### Chapter 3: Research Methodology

It talks exhaustively regarding the examination outline of the investigation. This chapter additionally incorporates examination rationality, research paradigm, populace, test, the measurement instrument that is used, and investigation techniques that are implied.

#### Chapter 4: Data Analysis and Findings

This chapter gives detailed analysis of the data. It clearly states the results that are obtained from this research using the measurement tool. It further gives reliability of data and validity of the instrument.

#### Chapter 5: Discussion and Conclusions

This is the last chapter of this research. It states the results by linking it to previous research. It further goes into suggesting the strategies that can minimize WFC. It also states the limitation of the research and highlights the direction for the future research.

## Chapter 2

### The Literature Review

#### 2.1 Introduction

Work Family Conflict is a universal problem. No matter in which country an individual is residing have to go through this phenomenon. It varies in intensity and frequency but its existence cannot be denied. Work Family Conflict is an issue of concern no matter whether it is a developing or a developed country. The imbalance between personal and professional life have undesirable consequences for the individual as well as the organization. Therefore experts, researchers, academicians, and policy makers are continuously, making efforts to find its causes to suggest solution in order to achieve a harmony between the two areas of life that is work and family (Khursheed, Mustafa, Arshad & Gill, 2019).

There is a considerable change in the employment and family patterns. Females are becoming part of the workforce because of opportunities, higher education and inflation. Work and family are critical circles of life, broad research is done to think about work family struggle on account of the changing social structures rising as a result of double vocation couples. Work family strife is contrarily identified with work pressure and execution (Anwar & Shahzad, 2011).

Keeping in view the changing labor market of Pakistan this research revolves around WFC. The area specified is still an under researched and emerging concept with respect to our country Pakistan being underdeveloped country that is fighting against the odds (Syed & Ali, 2013). The main focus of the research is WFC therefore in this regard the components of Work Family Conflict are viewed. Various variables are examined in terms of WFC, FWC, Job Stressors and Family stressors, job involvement and family involvement, job distress and family distress, depression and Internal service quality.

This research focuses on the females working in higher education system. Therefore demographics are taken into consideration as females have different perception of roles associated with them as compared to male resulting in different level of conflict. Females are associated with parental responsibilities as a mother and societal expectations are stronger consequently they feel more obligated to perform their domestic responsibility even at the cost of their job resulting in greater Work Family Conflict (Cohen & Liani, 2009).

This research applies two distal predecessors of Work Interfering Family (WIF) and Family Interfering Work (FIW). Work family conflict is bidirectional in nature. Work interferes with family and family interferes with work (Kim & Kim, 2019). Work that is interfering with family solely influences trouble in family space and not in work area. Whereas family interfering work influences work area. Work family conflict is of serious concern as compared to family work conflict because of the occurrence and the negative consequences (Zhao, Zhang, & Foley, 2019).

The Frone Model utilized in this study has some distinct features. This research has focused on the women of Pakistan giving a new pool of experiences of women of a developing and an Islamic state. Furthermore this research has discussed the connection that can be established between depressions /stress that can effect internal service quality, which gives new dimension to the existing model. The concept of work family conflict is mostly investigated in corporate set up. And the same is less investigate in educational sector (Khan, 2018). Therefore this research focuses on females in universities. Furthermore negative consequences of WFC are taken into account after the discussion in literature review this thesis proceeds further in explaining the WFC phenomenon.

## **2.2 Work Family Interface**

The thought of work family interface is contemplated by specialists of different discipline (Sweet & Moen, 2006).The rise of the idea of work family has pulled in

numerous scientists from the most recent three decades to clarify the idea with a similar soul (Poelmans Maestro & Greenhaus, 2013). The work–family interface (WFI) is defined as the “interdependencies between work and family domains” (Powell et al., 2018, p. 99). The concept of work family conflict can be explained through role theory and spill over theory that is explained as below.

### **2.2.1 Conservation of Resources Theory**

Work Family Conflict is identified with products like strain and turn over intension. (Hobfoll, 2002, Grandey & Cropanzano, 1999). It is proposed by this hypothesis that the person's inspiration depends on looking after assets. Assets incorporate the energies, individual attributes or questions (Hobfoll, 1989, p. 516). It is additionally said that anxiety is experienced by the person when real or conceivable loss of assets. At the point when an individual endeavor to spare one asset the exertion may exhaust the other asset (Hobfoll, 1989, p. 519). At the point when an individual juggle among work and family parts push is experienced by the person as assets are lost (Grandey & Cropanzano, 1999).

### **2.2.2 Role Theory**

The study is reviewed through the lens of role theory. The role theory explains that an individual has to perform multiple roles. In doing so energy is needed to fulfill the requirements of various roles. If the requirements of the roles are not achieved, conflict emerges (Kahn et al., 1964; Katz & Kahn 1978). The conflict that emerges because of the imbalance is further transformed into Work Family Conflict and give rise to psychological problems. The requirements of family and work that has to be achieved by an individual is when not attained, conflict emerges having negative consequences for the females (Folkman, 2013).

Negative perspective of work family interface is associated with Work Family Conflict. Women have to perform dual roles that are at home as a caretaker and outside home as an employee of an organization (Cohen & Liani, 2009). In order to maintain a balance she has to work very hard in terms of utilizing time, assets and energy. In maintaining these two different domains, women face some conflicts in performing the roles associated with the work and family which causes conflict between them. To better comprehend, it can be said that in Pakistan, male and females are part of the social structures; males are associated with the activities outside home and females as caregivers working inside home. If female does not fulfill her duties of homemaker and care taker she may not be seen as a fit in the society. While working outside home she faces job stress caused by certain Job Stressors (George & Zakkariya, 2015).

### **2.2.3 Spillover Theory**

Work family conflict occurs because of the pressing demands from work and family. The participation in both work and family makes difficult for a person to complete assignments of both the domains. When there are negative experiences at work and family there is a negative spill over. This is because of the time devoted to and strain experiences at work has an effect on family causing a negative spill over from work to family and a negative spill over from family to work occurs when there are unfavorable demands and pressures from family that effects work. The negative spill over between work and family is termed as Work Family Conflict. The spillover is in terms of time, strain and behavior. Whereas spill over between family and work is termed as Family Work Conflict which is also in terms of time, strain and behavior.

Further time based conflict can be explained as the conflict that occurs when time devoted to one domain effects the function of other domain. Strain based conflict occurs when strain (e.g., dissatisfaction, tension, anxiety, and fatigue) in family effects

functionality at work and vice versa. Behavior based conflict occurs when behavior at work is incompatible with that at family and vice versa. This negative spillover has a negative influence on an employee mental and physical well-being (Sirgy et al., 2019). It is reported that married females experience more conflict than their male counterpart (Borgmann et al.2019).

The concept of Work Family Conflict related to females is focus of many studies (Pérez-Rodríguez, Topa & Beléndez, 2019; Zhou, Da, Guo & Zhang, 2018). As compared to men WFC in higher educational institutions is experienced more by females of universities than males. Men also experience the phenomenon but it may vary in degree and frequency as compared to females (Eddleston, & Powell, 2012; Gherardi, 2015). One of the reason that this is true for females to experience greater amount of WFC as they are attributed with dual roles at home and at workplace (Mansour & Tremblay, 2018).

Females of Pakistan are associated with several stereotypes related to home and at work. At home females are associated with the care giving and feminine responsibilities. They are associated with reproduction and nurturing responsibilities because of which women are considered less dedicated to their careers than their male counterparts. The multiple roles played by females at home are not paid and often are not rewarded and acknowledged (Littleton, 2018).

Further going deep into the concept first the main terminologies and the basics of WFC is needed to be understood. One should understand what work and family is before advancing the literature. Following concept of work and family is elaborated in the following proceedings.

### **2.3 The Work and Family Domain**

Work Family Interface can better be understood by having thoughtfulness of the work and family domains. It is further elaborated by explaining the interdependence between the two.



### **2.3.1 The Concept of Work**

Work is considered as an organization of errands an individual performs for material gain while involving a spot in an association (Geurts & Demerouti, 2003). Work is often related to making money. Working for money enables a person in fulfilling his needs. Work is an action demanding determination and it is remunerated service. Work can be both paid and unpaid. Unpaid work can be defined as work that is not awarded monetary value in return whereas paid is the in which services provided by an individual is paid in terms of money.

### **2.3.2 The Concept of Family**

Practically everybody knows about the importance of the word 'family' as a result of the everyday encounters yet the correct substance is not so clear. The focal component of the idea is the core of the family or the atomic family. Family, sociologically, is a little gathering living respectively, the individuals from which are bound together by marriage, normal lineage, at the end of the day, the individuals who live in blood-or, in uncommon cases, supportive connection to each other (Andorka, 1997). The great idea of the atomic family covers a wedded couple and their youngsters.

In a society family is a very crucial association of people that is formed by different people living together. The relationship that is formed by living together can be through marriage, parent-ship and adoption. Family facilitate in development of individuals through bonding. It is the primary place where education and personality building of an individual starts.

When talking about family, Pakistan has two main family systems that is nuclear family system and joint family system. In a nuclear family system there is a head that is husband in a family that lives with his spouse and children. This type of family system is more independent but have some drawbacks in managing children and financial issues.

Whereas in a joint family system people are bounded by generations. It comprises of parents, children and grandparents, It has some positive aspects like financial support and facilitation in bring up of children but at the same time have some negative aspect of lack of privacy and expense that are increased (Saleem & Gul,2016 ., Iqbal et al., 2019).

### **2.3.3 Interdependency of Work and Family Roles**

Work family has progressed towards becoming piece of the normal dictionary, it is normally encircled as a battle. To be sure, work– family struggle is seemingly the most well-known theme of study inside the work family writing. Research reliably shows that the administration of work and family parts can be a test (Schieman & Glavin, 2011).

#### ***2.3.3.1 Negative Work– Family Linkage.***

Strife among two domains has been a real subject of concentration inside the work family writing. It is added that individual have a limited sum of time, vitality and consideration. The more activities a person is engaged, the more probable it is that those constrained assets will end up plainly exhausted. Kahn et al., (1964) instituted the word interrole struggle to portray when weights in a single part end up plainly inconsistent with the weights from another part.

Individuals have constrained time, vitality and assets. Therefore, numerous parts require the sharing of these restricted assets. Certain scientists contend that satisfying different parts does not really prompt negative outcomes for each situation.

This research is justified by the theory of conservation of resource, role theory and spill over theory. When a female is employed in academic sector she has to perform dual roles. She has to fit in different roles as well as has to fulfill its requirement to function according to the expectation of the role. In doing so she has to perform multiple roles at home and in Office University. A female faculty member is liable to play role of a

mentor, subordinate, colleague and a boss. Therefore a single female has to perform multiple roles whereas have limited energy, time and assets.

It is a matter of concern that when females fails to or have difficulty in managing work and home results in imbalance that causes disturbance in her life. Her family life and life at work is effected which has consequences in the long run. This research focuses on the females that are part of universities. Therefore first there is a need to understand the educational system that is prevailing in the universities. This gives us an insight into the educational system in which female faculty is operating and working women of Pakistan in general as well to have a look from a broader lens.

#### **2.4 Women of Pakistan**

Pakistan was founded in the name of Islam, therefore its laws are relied upon to be as per Islam. Islam has constantly offered significance to females and is never thought of them as a mediocre animal (Awan, Nadeem & Rashid, 2015). Whereas Pakistan is a male ruled society and females need to confront different issues in various fields of life. She is viewed as feeble and not given her due significance in basic leadership, inventive and innovative thoughts. They are not supposed to go out for work instead it is believed that they should stay home to cook, clean; deal with their kids and family. Females are not given their due regard and need to confront sexual orientation segregation (Afzal, Nawaz & Shehzadi, 2013).

Male commands the choices relating to the lives of women. Among the issues of females one is related to education being low. Females are assigned powerless specialist to choose for her and family. Females are not allowed to work outside home (Avais, Wassan & Shah, 2014).

White collar class working women keeping in their mind feel the centrality of adding to the family monetary benefits. In Pakistan, women are regularly ascribed as

housewives who need to deal with their families, kids, in laws including senior citizens. She is not given equivalent offers of her obligations and it has been rehearsed from hundreds of years.

Working women need to do additional physically and mentally act as family is fundamental to her obligations when contrasted with her work outside. It is underestimated that working outside influence her obligations. Women who decide on working outside are thought to be their own particular decision notwithstanding when their point is to help their family. Thus they are not offered help in their residential duties and asked by their families, companion and in-laws to stop their occupations (Samih, 2009; Mirza & Jabeen, 2011; Syed & Ali, 2013). Proficient working moms adjust their parts in work and family spaces in their mid-profession when contrasted with the underlying phases of vocation as their kids are grown up and begin going to class (Abid et al., 2013). This example of working women in Pakistan is somehow like women having a place with different countries (Grzywacz & Demerouti, 2013; Poelmans, Maestro, & Greenhaus, 2013).

Females are not permitted to move openly and to perform obligations at work environment. Divorced female is not respected in this society and she is fully dependent on her spouse when married. There is no regard for women who raise voice for equity in Pakistan (Akhter, 2011). Women have limited opportunities in the social, economic and political spheres. She is expected to remain in chadar (a form of veil) being a sign of modesty whenever there are men around. Because of the socio-religious norms mobility of females outside chardiwari (four walls of house) is restricted (Ali & Syed, 2016).

As stated above, component of male controlled society has caused an aggregate carelessness for women thinking of them as second rate in the Pakistani society. They cannot bring voice up in their as their control lies with their family, life partner or in laws

(Bhattacharya, 2014). A skewed discernment wins that a female cannot be a 'supplier' nor a 'defender' and prevents access to profits by claiming improvement (Samina & Manzoor, 2012). Thus, while talking about the status of women; it turns out to be extremely clear that Pakistan is juggling between severe traditions and obtained modernization.

The experience of conflict in life is not considered a positive omen. When a female is going through the imbalance comes with negative assumptions pertaining to her. Her family liabilities tries to interfere with her work resulting in Work Family Conflict (Poelmans, Maestro, & Greenhaus, 2013). This sows a seed of insecurity in her regarding her capabilities in accomplishing a task. This WFC further hinders idea regarding female as an ideal worker (Nicolson, 2003; Achenbach, 2014).

The pattern of work of women is changed due to the changing financial conditions. Women need to rival men and to keep up a harmony among official and individual life. The duties related with her are expanding step by step as a result of the double part she needs to play and progression in the innovation as cell phones and tabs. This causes push which thus impact the physical, mental and also social wellbeing of an individual (Delina & Raya, 2013).

In the early hundreds women use to remain inside four walls taking care of feminine duties. They were not permitted to work by their fathers and spouses. As the time go by women began getting more instructed and this mental aptitude drove them to wind up some portion of the world that lied outside their home too. Women began to work outside their home which landed her with more issues. She added more work to her already fulfilling liabilities at home further aggravating other problems concerning her health and depletion of her energy.

Pakistan is a male ruled society, female are getting taught and are ending up some portion of the developing workforce however the generalizations still win. Male does not

feel that it is likewise his obligation to help her accomplice to facilitate her extra weight. She is one who is responsible for the children and nourishment. Male is presented with sustenance as he sits doing nothing and he feels it is his entitlement to be served like a manager and women as hireling. Women is attempting to break the shackles yet attempting to break free. The family to work overflow is more for women she does not has sufficient energy to rests and unwind which abandons her depleted and worried. Women of creating nations need to confront this issue more truly than the created countries.

Paid work is thought to be the women' decision regardless of whether she is doing it for her family as opposed to request of the circumstance. She cannot whine about the issues that she faces on account of the weight of over the top work at home on the grounds that the men essentially connects the issues with her own decision of heap of work taken as employment. Rather than bailing her out in tasks and supporting her she is given an open alternative of leaving the place of employment attempted (Samih, 2009; Mirza & Jabeen, 2011; Syed & Ali, 2013).

Pakistan's population comprise over half of the female, still only 22.7 percent are part of the labor force (UNDP Gender Equality Strategy (2014–2017)). Those who are even employed are in the informal sector having low pay and with few legal protections. Women of Pakistan are living a miserable life because of the authorities because they have failed to protect them. They are not only treated low as compared to male but also given status of a secondary citizen. Islam supports the existence of women but in practice the same is not exercised in true spirit. No matter how much advancement in different fields are carried out but the old customs still prevails.

In Pakistan the first stage of evolution into a modern society was Education. There is no doubt that they are up to the mark educational facilities but when it comes to the

females they are even denied of it. Women living in tribal and rural areas are held back as compared to urban women, who are more educated. It is even saddening that the male culture in Pakistan has never accepted the female's financial stability and independence (Akhtar & Métraux, 2013).

## **2.5 An Overview of Working Women in Academic Sector**

In Pakistan teaching is considered a very noble profession and female teachers are more respected as compared to male teachers. Success of the institute or students in an educational set up depends on the faculty. Therefore being a very big liability makes this profession very challenging. The faculty in order to compete has to keep up with updated knowledge and has to satisfy the high expectations attached to their performance.

This teaching profession is not a hurdle free profession for the females even though their participation in this profession is high. Whether it be a private institute or a public one the stress is prevailing. Females face a lot of obstacles connected to their work, family life and childcare issues (Nadeem et al.2011, Chaudry, 2012). In universities the faculty has to be involved in research have high demand of indulgence. Therefore the stress that is experienced at work is high. Stress is experience because of the demand of work at universities and at home that is expected from her is not met or is difficulty to meet. Causes of stress is concern of higher education in Pakistan even then research in this regard in educational institution is less as compared to corporate sector/ one of the logic that is given is that it is a less stressful in educational sector as compared to that of corporate sector (Akbar & Akhter,2011).

The latest statistics by the Academy of Educational Planning and Management, a body working under the Ministry of Federal Education and Professional Training, (Government of Pakistan, 2017a; 2017b) show that the number of female teachers working in the education sector, up-to degree level colleges, both in the private and public

sector is higher than that of the male teachers; 59% female teachers and 41 male teachers. HEC did not collect data and compile any report after this report. The number of female teachers working in the HEI is unknown till today as it was unknown in the last report on HEI by HEC. This data is differentiating the faculty into two groups, those holding a PhD degree and those without it, but does not disaggregate them into the female and male faculty. It has been argued in different reports and studies that the number of female faculty and women working as Chairperson of Department, Dean of faculty, Director and Vice Chancellors of HEI is close to zero (khokhar, 2018).

Research conducted by collecting data from public and private universities revealed that work load and role conflict are major causes of stress. It is reported that faculty of private universities are more vulnerable to experience stress as compared to that of Public sector business schools. Research conducted on the university faculty revealed that stress is not a concern for the faculty as a moderate level of stress is experienced by them (Chaudhry, 2012).

It becomes stressful as the role demands are more than the capacity of a person (Reddy & Poornima, 2012). When a person is well educated he tries to opt for jobs that pay well. In this instance when jobs are paid well it comes with pressures. These pressures add to the blurring activities of work and home contributed to higher level of WFC among the educated. Work Family Conflict is seen more as women problem. Besides the job that a female is in she is responsible for day to day responsibilities of running a house making it difficult for her to manage duties at work. Females experience more Work Family imbalance problems than men (Tasnim, Hossain & Enam, 2017). This imbalance has some serious negative effect on the on the life of females (Sigroha, 2014).

Those having highest and lowest education experience different Intensity of WFC which is related with distress (Garg & Rani, 2014). Careers in teaching profession is



considered as a good choice for females leaving spare energy to play their role in the family and at work. Paradoxically, a number of studies show that besides the advantage that is linked with teaching profession still female academics are unable to separate their professional and personal roles. Their role as faculty member and as a mother is not enjoyable at the same time. They feel forced fulfilling multiple roles to be played at work and in family.

Most of the research that is conducted pertaining to WFC is not related to teaching profession. This is because this profession is considered to have less WFC. It is believed that even in the teaching profession faculty do experience conflict between work and family as it is not considered as an easy task. Teaching is considered as an exhausting profession posing high demands (Wafula, 2010). Further it can be said that work interferes with family, stress is experienced by the faculty and this stress further affect the fulfillment of their professional and personal role (Nurmayanti, Thoyib, Noermijati & Irawanto, 2014).

Academia is important to be studied in universities because they are one who explore this relationship among employees (Nurmayanti, Thoyib, Noermijati & Irawanto, 2014). Job in an academic institution has become stressful having consequences for the faculty to deliver with quality. Research in UK based study has established that work in an academic institution has become stressful because of the growing demands of work and the increasing expectation at home. Academicians reported higher level of WFC because of greater discrepancy between demands of work and family making them more susceptible to bad health leaving them less satisfied with their jobs and quitting academia. Academic sector is considered to have more control over the work, more flexibility in schedule and more support from the university is still facing the problems of pressing demands at work and family failing to moderate the relationship between the two.

One of the reason for the imbalance is the transformation that universities are going through having impact on the staff which are part of it. University staff hence are experiencing greater Work Family Conflict (Kinman & Jones, 2008). Further to mention that in university female faculty experience more WFC problems than the other university personnel (Torp, Lysfjord & Midje, 2018). Problems arise when University has no policy on managing WFC (Adebayo, 2016). Work Family Conflict can be tackled with friendly policies having fruitful results for the individual and the organization (Yadav & Dabhade, 2014).

## **2.6 Work-Family Conflict**

The individual has constrained supply of time, consideration and vitality though the two areas are in rivalry for the same rare assets. Thus the individual needs to share his assets connecting the two spaces since fulfilling one part desire makes it troublesome or even difficult to fulfill the other. As such, the individual is looked with a part struggle when he tries to satisfy work and family parts (Matthews, Del Priore, Acitelli, & Barnes-Farrell, 2006; Liu, Zhan, & Shi, 2010). In all the three sorts of contention a refinement might be made between the impact of WIF and FIW.

The thought of WFC developed in the 1980s (Barnett & Gareis, 2006). The concentration of work-family struggle was the double part of female at work and at home. At work that of a worker and at home that of a guardian (Hammer & Thompson, 2003). Corporate-societies at the time "expressly required family matters to be left at the work-put entryway" (Barnett & Gareis, 2006). This conceptualization of work and family as partitioned substances, going after time, vitality and consideration (Barnett, 1998; Marks, 1977), prompted the characterization of consistent strain and unending clash (Barnett & Gareis, 2006).

Work family strife was first characterized by Greenhaus and Beutell (1985: p.77) as "a type of between part struggle in which part weights from the work and family areas are commonly inconsistent in some regard", implying that cooperation in the work (family) part is made more troublesome by prudence of interest in the family (work) part (Steenbergen & Ellemers, 2009; Kalliath, Hughes & Newcombe, 2012). It can be expressed as it was as an individual needs to play out various part and to satisfy that parts he needs to dispense time and vitality. The assets to play out an undertaking is restricted that is the reason one play out a part may devour somewhat more of the time and vitality and leaving little assets for the other part (Greenhaus & Powell, 2003). This unequal distribution of assets and the individual powerlessness to perform viably in different parts make strife amongst work and family is unavoidable (Karatepe & Bekteshi, 2008).

Work and family are considered as a vital area of study and has turned into a critical piece of authoritative examinations. It is connected to negative results like non-appearance, lateness, intension to leave work prior and turnover. Two types of work family strife that is work family struggle and family work strife negatively affects the association and also the individual (Boyar et al., 2008). In this manner between part strife is characterized by part scholars as incongruence between the part desires of various parts. Following from this conventional definition, work-family struggle happens when living up to one's family part desires is seen to be contrary with taking care of the part requests of one's activity, and the other way around (Mesmer-Magnus & Viswesvaran, 2005).

Scientists initially used to ponder work family strife impedance as unidirectional (Bedeian et al., 1988), however later it was examined as bidirectional wonder (Choi & Kim, 2012; Kalliath, Hughes & Newcombe, 2012). As indicated by Netemeyer et al. (1996), work-family strife (work family conflict) alludes to a type of struggle in which

the general requests of, time gave to, and strain made by the activity meddle with performing family-related obligations (Karatepe, 2009).

There is absence of accord among the scientists in measuring WFC (Reichl et al., 2014). Initially it was proposed that work family conflict was recommended non-directional in nature (Greenhaus & Beutell, 1985) and later as uni dimensional build (Eby et al., 2005). Afterward, WFC was resolved to be bidirectional as WIF and FIW. WIF is impedance of work with family duties, and FIW is obstruction of family existence with work parts (Frone et al., 1992a). WIF is likewise called WFC while FIW is additionally called FWC.

In Pakistan married females on one hand have security of job and financial stability but on the other hand there resources of energy are depleted by the struggle they put in for balancing the two. Therefore females in Pakistan are facing WFC (Ansari, 2011; Rehman & Roomi, 2012, Saher et al., 2013). Work over-burden which is portrayed as the impression of having excessively numerous activities and insufficient time to do them is associated with work-family strife (Kiunga, 2017). Also, parental over-burden has been accounted to work-family and family work strife (Frone et al., 1997).

Work and family clashes may likewise add to profession way stops. This is the reason why women particularly think that it's difficult to climb the authoritative step. Absence of childcare bolster, which is a noteworthy wellspring of work life strife, is likewise connected with higher truancy and lateness; bring down fixation on work and less conjugal and parental fulfillment. Work life Conflict and Gender Differences Gender contrasts exist as far as work and family limits for the two men and women in practically every general public and this has brought about sexual orientation contrasts in encounters of the work family interchanges interface. Siu (2014) investigation recommends that family to work overflow is more grounded for women than for men.

Indeed, even in Western nations particularly in North America, wellsprings of worry for women incorporate part over-burden from paid work and family work, part struggle, weights related with the mind and other family care, and parts of life partner connections, incorporating disappointment with mate's commitment to family work (Kiunga, 2017). Albeit numerous parts in work and family can be a wellspring of various fulfillment, a mix of profession and family parts is regularly connected with struggle, over-burden and stress (Frone et al., 1992). Balancing both vocation and family is a burdensome undertaking for working women particularly when they have little kids and there is no all-around prepared day-mind office where women can leave their children while they are grinding away with no pressure.

### **2.6.1 Job stressors**

In Pakistan research on job stressors causing WFC are carried out especially in banking sector. This sector is known for the long hours of work and the burden of work (Tabassum, Farooq & Fatima, 2017). Research related to work and family is also carried on the pharmacists working in different sectors (Malik et al., 2016) ignoring the educational sector.

A stressor is a condition, or an occasion that has really happened, which makes unpleasant requests on and dangers for people. Stressors in both the work space (e.g., work requests) and family space (e.g., childcare requests) can make weights on people, prompting side effects of strain, for example, weakness, crabbiness, and pressure (Clark, Michel, Early & Baltes, 2014).

Examining the balance issue between work and family is very important in achieving harmony in life. It is always a matter of concern because of the changing dynamics of work and family structures. Especially the higher education system has gone through dynamic changes and the way faculty is dealing with it is also changed and

evolving. In universities females are a victim of sufferings because of their duties at home to be accomplished, whereas male takes a leverage in this context. (Ren, 2020)

In UK job Stressors effect more the balancing of work and family. As stated by a married male lecture it is never easy to manage the two and it is always undefined how much work to be put in (Ren, 2020). Whereas in China there is issue of managing work and family in HE but they have accepted that it is normal. Therefore job stressors have an effect on work and family conflict and is an issue that needs to be tackled.

There are work related issues that initiate stress at work. This stress has some dire consequences and blocks the ability of individual to cope this pressure. Higher education institutions especially because of its demanding nature is causing a higher level of stress. It has various pressures like producing productive individuals, a high quality research, supervising research work of students, maintaining a portfolio of researches, seminars and conferences besides managing administrative work as well (Záborská et al. 2018). Stressors at work has effect on individual (Darabi, Macaskill & Reidy 2017).

Study reported that job stress experienced in Africa is very high level because of the work load (Simons, Munnik, Frantz, & Smith, 2019). Because of its severity it is a much researched area. Female faculty of higher education institutions have high level of stress because of the multiple roles they have to perform. This research portrays low association of job stressors with the job distress. The stressors that are role ambiguity and role conflict was not the cause of job distress. This might be because of the support the faculty might have received from the universities have a positive work enrichment effect (Malaterre, Haar, Sunyer & Russo, 2019).

Individuals who are employed have to manage work and family simultaneously have to counter conflict. Role conflict is related to work related stress effecting the occupational performance. Role conflict is defined as concurrent involvement of

individual with work and family. When the expectations from a role is not met it give rise to role conflict (Rahman & Khan, 2018).

Research has shown that WFC is positively related with role ambiguity was and negatively related with role conflict. In addition, role ambiguity positively predicted WFC and role conflict negatively predicted WFC. It is reported that male teachers scored significantly high on RA as compared unmarried female teachers (Sana & Aslam, 2018).

Teaching is considered as a preferable profession for the females. Work Family Conflict is a culprit being the stress that employees face at work. In Pakistan the labor force is diversified because of the female participation. This increased female participation has fueled the concept of WFC. The stress of work is because of the required behavior and accomplishment of the deadlines and tasks that the bosses asserts on the employees (Rubab, 2017).

Qualitative research in the banking sector is carried out to determine causes of WFC in Pakistan. Unlike linking long working hours and work load to WFC, it supported the view that demands from work and family. Research on females determined that women in Pakistan is very restricted in terms of employment choices (Arif, Naveed, & Aslam, 2017).

WFC is associated with increased job stress which has serious effect on the individual as well as organization success. Job stress leads towards undesirable behavior of the employees which can be harmful for organizational growth and success (Malik, Rana, & Arif, 2017). Discussing work family conflict, conflict at work encompasses many variables but this research has taken two variables that are related to work that is role conflict and role ambiguity. Role conflict is a conflict that arises because of the role that is to be played by an individual at work. It is also associated to role stress and role strain.

Kahn et al Rizzo, House and Lirtzman (1970) were the pioneers that came up with the definition of role conflict. Role conflict is defined in various ways like the incongruence of demands and expectations to perform work roles (Rizzo et al., 1970). Similarly it can be defined in terms of inadequate time and effort to perform work roles (Jones et al., 2007). Role conflict is also defined as a conflict that arises because two or more demands need to be fulfilled at the same point of time. This make it very difficult to simultaneously accomplish the assigned task at the same time giving rise to conflict of role to be performed (Pandey & Kumar, 1997). At times the individual is not certain how and when to perform the assigned job that also is role conflict. Role conflict also emerges when there is inappropriate demands at work place that results in emotional responses that have negative impact on the individual (Cooper, Dewe & O'Driscoll,2001).

Further role conflict can be divided into two sub classifications that is inter- role conflict and intra-role conflicts (Menon & Akniles, 1994). Inter-role conflicts is caused when two or more positions held by an individual concurrently and the demanded task related to that position is required to be performed simultaneously. Whereas intra-role occurs from the sources of the role. It refers to conflicts that exist from the sources of roles. Further it is argued that role conflict can be divided on the basis of structure and interaction. Structural domain of role conflict is divided in five types, i.e roles have different structural demands, then from different roles different structural demands sprouts, incongruence of behavior, difference in the expectations set by others and the difference between the self-concept and expectations (Stryker & Macke, 1978).

Role conflict can also be explained by, role ambiguity. Role ambiguity happens when the individual fails to understand what is expected from them to perform the task (Rizzo, House, & Lirtzman, 1970). Lack of comprehension happens because of lack of information that is connected to the job that is to be performed. It also occurs because of



the vague objectives that is set for the individual to be attained and the commanding authority itself is not clear in its authority of command (Karatepe et al., 2006; Jones et al., 2007). Role ambiguity is also narrated as unclear expectations that are associated with a role, its requirements to complete an assigned task (Glissmeyer et al., 2007). In a broader context role ambiguity can be defined as unclear expectations associated with a role and the means to fulfill them.

Role conflict and role ambiguity in whichever type or form needs to be addressed as it is cause of negative consequences giving rise to stress (Quarat-ul-ain, Khattak & Iqbal, 2013; Ahmad, 2010; Glissmeyer; Bishop & Fass, 2007 Ramadan, 2013; Lang, Thomas, Bliese & Adler, 2007; Hsu et al., 2010; Brunetto, Farr-Wharton & Shacklock, 2011).

Role conflict and role ambiguity leads to job stress (Idris, 2011; Muchinsky, 2000) resulting in work pressure (Yongkang et al., 2014). Whereas a research carried out by Ahmadi, Feizi and Alipour (2013) established that there is no significant relationship between role conflict and work stress. Whereas pointing that there was a significant relationship between role ambiguity and job stress. It can be said that both role conflict and role ambiguity have negative effect on the employee (Zulkafaly, Kamarudin, Hassan & Huda, 2017; Bongga & Susanty, 2018).

This research studies relationship of job stressors that is role conflict and role ambiguity with job stress and work family conflict in female academics. In present, female faculty is expected to meet both the academic as well as non-academic roles which caused a shift in lives of the academia (Teichler, Arimoto, & Cummings, 2013). The faculty has to meet the demands of students, parents and administration. It further happens when inconsistent demand and expectations from the faculty is set. This creates problem for the female academics to concentrate on her work effecting her work at

university as well as at home resulting in conflict at work and at home. This further makes the faculty depressed and stressed out (Bergs et al., 2018). Role ambiguity and role conflict in this research explains how they leave the faculty stressed out. The relationship of role conflict and role ambiguity is understudied and the study is scarce in academic sector (Sana & Aslam, 2018).

Faculty is more inclined to experience work stress as compared to other professions. One of the reason is work family conflict causing negative experiences such as stress, anxiety, job dissatisfaction, intention to leave, and physical and psychological distress. These discomforts suffered by the teachers are supposed to reflect on students so the problems increase more and more in the education system.

Because of the globalization and technological advancements job involvement is considered very important. Job involvement can be explained in various ways. As far as one definition is concerned there is no consensus (Demir, 2018). Job involvement has gained importance lately because of the economic crisis, globalization, and increased competition. It can be defined as "psychological identification with a job" (Kanungo, 1982). Researchers like Reitz and Jewell (1979) defined job involvement as the "importance of work in an individual's daily life." It is considered as an important aspect of work because it has an influence on work.

## **2.7 Family Work Conflict**

Females have become part of the work force and contributes to the income of a family. But the same has given rise to many problems for a working female. Family is focus of female and the responsibilities are committed to her. When employed she has added burden on her shoulder that of work and family. The pressures of work leaving her with some mental stress and less time to look after her central focus. Research has shown that individual experiencing family work conflict has an effect on depression. Research

carried depicted that FWC has more effect on females as compared to males (Arslaner & Boylu, 2017, Ajala, 2017).

The family work domain has two structures that effect a female that is parental and spousal responsibilities. A female is liable to fulfill her responsibility as a spouse and as a parent. A female with children has added parental responsibility making it difficult to juggle between work and family (Grzywacz, Almeida & McDonald, 2002).

The area of FWC as compared to WFC is less researched. Considering WFC or FWC as single direction is a flaw in view of some researchers whereas some researchers have considered as bidirectional in nature (Haar, 2004). Keeping in mind the importance of human resource and its importance, it is very important to study both WFC and FWC. The study of family work conflict helps in recognizing the problems that are faced by the employees at home. This further facilitate in formulating family friendly policies in order to help and improve the working of the labor force.

Female who are teaching in universities are supposed to have higher family work conflict because they being educationally more qualified their responsibility to the education building puts more burden on her. They invest more time in their job as more is expected from them making them more vulnerable to the FWC.

## **2.8 Work Family Conflict and Psychological Strain**

Meghna Mukherjee (2016) researched on the stress that is faced by men and women. She emphasized that women are more stressed out than men. According to her married women are more stressed out because of the extra burden that comes with a package of marriage. Women has to simultaneous maintain her liabilities pertaining to home and has to keep herself at pace with career progression. These juggling between multiple liabilities is cause of burden for the females having an effect on her health such as heart problem, blood pressure and complications in pregnancy and menstruation.

Arathi and Rajkumar (2015) have also emphasized in their research that the detrimental effect on the health of the females because of the imbalance in managing home and work range from physical to psychological. Further researches have established that the imbalance leave the females stressed out with muscular tension, gain in weight as well depression (Delina & Raya, 2013).

Managing work and family has become very important. One of the reason is that it is cause of stress for the individual. Higher stress level has effect on the performance of the females which also decrease the level of gratitude to be part of the organization. Job stress can be associated with mismatch of the competence and resources that is required for the job (Rafique, Masood & Ahmad, 2018).

Job stress has a close relationship with Work Family Conflict. Stress at work is a growing problem. When an employee faces conflict in work it effects family and vice versa. Females who are employed are more stressed as compared to house wives. Females who part of universities are loaded with both administrative and clerical work making them more stressed-out experiencing higher job stress and effecting their ability to deliver (Kazmi, Muhammad, Mehboob, Syeikh, & Muhammad, 2017; Malik, Rana, & Arif, 2017).

Many investigations have analyzed WFC (Starmer, Frintner, & Freed, 2016; Shanafelt, Raymond, Kosty, Satele, Horn, Pippen, & Sloan, 2014; Amstad et al., 2011; Shockley & Singla, 2011) but from a wellbeing point of view, the most critical finding is the relationship between WFC and strain. Strain is mental, behavioral, and physiological responses to ecological requests, dangers, and difficulties (i.e., stressors) and incorporate reactions, for example, aggravation, dejection, and cerebral pain (Ganster & Rosen, 2013).

Depression is a mental condition depicted by misery (Lovibond, 1995) having bad effect of the mind and body (Stahl, 2002). Different cross-sectional examinations have studied association between WFC and stress. It is further established that W2FC and F2WC are associated with negative outcomes (Grant-Vallone & Donaldson, 2001; Demerouti, Geurts & Kompier, 2004).

Research carried out in China on WFC was different compared to that in USA. Work Family Conflict by employees in China was positively linked to emotional exhaustion as compared to employees of USA. In China WFC was associated affective commitment whereas it was not associated with the turnover intentions in China (Zhang, Griffeth & Fried, 2012). Frone et al., (1997), found an essential association among F2WC and melancholy and no immense association among W2FC and debilitation was found. These results were contrary to most of the cross-sectional examinations. Beatty (1996) pointed that married females having kids experienced WFC as compared to those having no children.

Past sorts of work life strife measures have foreseen mental prosperity comes about, particularly work family strife. A couple of examinations showed work family strife was a strong herald to hopelessness (Sledge et al., 2005). Given that there is a development in non-standard work structures that may grow work family strife, this may to some degree offer an illumination of the extension in debilitation normality around the globe (Murray & Lopez, 2013). Correspondingly, in 2001 the World Health Organization foreseen distress would be the second driving supporter of the overall disease inconvenience by 2020. Further, distress is joined by shortcoming, making it troublesome for delegates to take part in work. Late research by McTernan, Dollard & LaMontagne (2013) found wretchedness was connected with extended turmoil.

Work Family Conflict has been precisely seen to be a kind of part push inciting the experiences of mental strain (Charkhabi, Sartori & Cesch, 2016). Mental strain happens when progressive nervousness prompts inadequate subjective working or bothered loaded with feeling states at an individual-level (Charkhabi, Sartori & Cesch, 2016). Mental strain impacts individuals paying little regard to their national or social establishment and has been found to horribly relate to work aftereffects of business satisfaction and work commitment (Charkhabi, Sartori & Cesch, 2016, Love & Edwards, 2005). The need to balance both work and family is interrelated to stress. Stress aggravates when demand of work and family is high and it puts pressure on the other (Krisor, Diebig, Rowold, 2015). WFC has been found to unfavorably affect levels of mental strain among both male and female agents (Rabenu, Tziner, Sharoni, 2017; O'Driscoll et al., 2004).

As often as possible considered strains incorporate passionate weariness and bothering (e.g., Maslach & Leiter, 2008), nervousness and sadness (e.g., Hammer, Cullen & Neal, 2005), general mental pain (e.g., Frone, 2000), substantial grumblings (e.g., Mohr, 2000), and cardiovascular ailment (e.g., Belkic, Landsbergis, Schnall & Baker, 2004). Based and supported by conservation of resource theory it is stressed that individual maintain their time, energy and assets (resources) in order to minimize stress (Michel, Pichler & Newness, 2015). Therefore couples are often stress out because of the pressing demands at work and home and then juggling between the two. (Elloy, Smith, 2003). Women are more volatile to WFC as compared to men and therefore experience more stress affecting their performance at work (Lilly & Duffy, 2006). It is established that WFC has a significant effect on stress (Amiruddin, 2015). It is even associated with the mediating role between job demands and mental health consequences (Moen, Kaduk, Kossek, Hammer, Buxton, O'Donnell, Almeida, Fox, Tranby, Oakes, Casper, 2015). In

this connection most of the empirical researches are carried out in United States leaving more space for the researches to be carried out in Pakistan (Elloy & Smith, 2003).

For example Demerouti, Geurts, and Kompier (2004), found that solitary W2FC was associated with wretchedness. These revelations seem to raise the impact of a troublesome working environment on depressive signs. Moreover, meta-examinations coordinated by Allen et al., (2000) and Amstad et al., (2011) analyzed the bidirectional form of WFC and watched W2FC to be all the more unequivocally related to business related outcomes than F2WC, along these lines unfavorably influencing an agent's success. The negative outcomes related with W2FC analyzes specifically, were business related nervousness and depressive challenges. This perceptive relationship has equivalently been represented in a South African cross-sectional examination of female laborers from fluctuating occupations. Similarly, Koekemoer and Mostert (2006) found that W2FC was a more grounded pointer than F2WC of self-assessed prosperity comes about. In like manner work asks for dependably intrude with family life more every now and again than family asks for interfere with work.

Peculiarly, in a longitudinal report drove by Frone et al., (1997), they found an essential association among F2WC and melancholy. Of course, no immense association among W2FC and debilitation was found. These results were contrary to most of the cross-sectional examinations that investigated this relationship of interest. When measuring the impact of W2FC on debilitation at two concentrations in time finished a four year term may demonstrate challenges in light of the way that the long day and age may empower respondents to recover from their depressive signs. From this time forward, longitudinal investigations may show particular revelations to cross-sectional research disclosures. As to contrasts in levels of despairing, Beatty (1996) found that distress was inside and out related to Work Family Conflict for women with kids however not for

women without kids. This may have been by virtue of in her example female directors what is more, specialists who had adolescents were more disposed to experiencing WFC than nonparents. This was a direct result of the commitment related with tyke raising including supporting a family and contributing time and imperativeness on dealing with their tyke's needs when they return home from work.

In this way, the estimations of Work Family Conflict are seemed to cause depressive signs in both the work and family spaces. Verification of strain-based conflict experienced in the kind of part vulnerability and maggot accomplice support inside the work and family territories independently has been tentatively maintained to convey strain reactions, for instance, strain, discouragement and absence of concern (Zirwatul et al., 2009).

Past sorts of work life strife measures have foreseen mental prosperity comes about, particularly work family strife. A couple of examinations showed work family strife was a strong herald to hopelessness (Sledge et al., 2005).

## **2.9 Internal Service Quality**

Gefan characterized service quality as (2002), "Service quality is the examination a client make between the characteristics of administration that he needs and what he really gets". Asubonteng et al., (1996), states that administration quality is "the contrast between customers` desires for benefit execution preceding the administration experience and their view of the administration gotten".

Inside Service Quality in Higher Education, Sasser and Arbeit, 1976 who presented term of representative as an inner client. For arrangement of attractive administrations to the outside client's inner clients may likewise be fulfilled. Inner administration quality can be characterized as feeling of fulfillment felt by the inward client from inside specialist (Oliver, 2014). Research carried on faculty members in order



to study work and family have limits in terms elaborating causes of disturbances. The balance between work and family influences their productive effectiveness in teaching, research and management, ultimately interfering in the quality of Higher Education (Franco, Picinin, Pilatti & Franco, 2021).

Kang, Jame & Alexandris (2002) was of the view that inside clients have effect on general organization execution. As per the administration benefit chain point of view, the accomplishment of inward client (worker) fulfillment is the reason for accomplishing incredible outside consumer loyalty.

In an administration giving association clients frame a supposition of how they treat the workers. Jones and Silvestro, (2010) characterized internal service quality as the apparent nature of the administrations given by various authoritative units or individuals who work in this unit to different representatives in the association. Representatives are all around served needs demonstrated its capacity to serve clients. It is characterized that the ISQ is an inclination that representatives need to work with associates and friends (Susanti, Sule & Sutisnsa, 2015). Basically outside clients will be very much served, if the interior buyer needs are met first. Ganesh and Haslinda, (2014), sees the significance of Internal Service Quality that organizations should adequately prepare and persuade representatives in different divisions to offer help so it can work in a group to accomplish consumer loyalty.

Kang, Jame, Alexandris (2002) recommended that workers must get great administration from others inside because if the end goal has to be achieved it is necessary to get support from within the organization as well. Therefore Internal Service Quality is of impact as it incorporates workers or offices inside an association going about as an inner provider to react to both interior and outer clients (Susanti, Sule & Sutisna, 2015).

Cheng (2001) uncovered that the most essential thing is the manner by which representatives are dealt with in organizations measured from a given pay, as well as of nature and states of working. Jeng and Kuo (2012) characterizes Internal Service Quality as the administration of various associations or worker in foundations where the supplier is accused of reacting to the requirements of inside clients. The human component is the most vital component. The procedure mirrors the truth through association among workers and clients shape a conclusion of the association, it is through communication among representatives and clients. Internal Service Quality conveys inward to enhance the nature of outer administrations and accentuating consumer loyalty. Establishments may have every one of the offices and specialized hardware, however will most likely be unable to give tasteful administration to clients. Hence, it ends up plainly critical for advertiser's administration to inspire representatives benefit clients better. The fundamental prerequisite to inspire the workers to give quality is to give benefit quality to interior clients with the goal that they can give high administration quality for outer clients.

The construct of service with quality has become a matter of interest for the practitioners and researchers in the last few years. Service quality is a critical indicator of organizational performance and a requirement to meet customer expectations. As compared to manufacturing service quality in service industry is very abstract. Employee being at the front in service delivery are expected to deliver high quality. Therefore in organization service, employees are very important in maintaining quality and competitive advantage (Poor, Poor & Darkhaneh, 2013). It can be supported by SERVQUAL Model explained as below

### 2.9.1 SERVQUAL Model

The most ideal approach to assess service quality in an administration segment is to look at the administration quality and the administration recipient or the impression of the client from the administration. The approach to service quality is focused on and minimized to five components which are expressed below:

- 1) Tangibles: that can be physical; instruments, offices and whatever other affects that can be detected and felt.
- 2) Reliability: that is the ability to perform accurately on time.
- 3) Responsiveness: the sentiment of eager to help the clients and give great and quick administration.
- 4) Assurance: the sequence and friendliness of a worker and capacity to rouse trust and certainty.
- 5) Empathy: that is minding and modified consideration given by the service providing firm.

As per Nyeck, Morales, Ladhari, and Pons (2002) SERVQUAL is named as a standout among other instruments for measuring service quality. The SERVQUAL strategy is a general technique to assess benefit quality perceived by the customer (student). A fulfilled client and worker are of awesome incentive to the association. It is in this way, the primary concentration of the administration to create and fulfill their clients and workers. This association have benefit quality can have an aggressive edge and can fulfill their clients (Wong, DeSanctis, & Staudenmayer, 2007).

Service quality is linked to Work Family Conflict. It is to state that when the female faculty is stressed it effects their Internal Service Quality. Stress in today's world occur in various forms at workplace. Multiple responsibilities on an individual makes it

more difficult to meet expectations of work. Therefore stress is described as having consequences for an individual that effects both psychological and physical state. One of the reasons that spur this negative feeling is due to the inability to cope with the imbalance that arises between work and family (Dwamena, 2012).

This research can also be studied with the Frone work which is explained as follows

### **2.10 The Model of Frone, Cooper & Russel (1992)**

Frone, Cooper and Russel (1992) model is depicted in detail as it is thought to be the spearheading model of WFC. It explains the clashes between work and family. The model uncovered the interceding part of work family struggle in the cross-impact between precursor factors in a single area and result factors in the other.

This model concentrates on strife between the areas of work and family. Work to family struggle might be related with WIF, while family to work strife with FIW. The definition they utilize additionally influences it to clear: 'Degree to which work meddles with family life (work to family struggle) and the degree to which family life meddles with work (family to work strife)'.

The two factors get into contact with each other just by roundabout impacts, e.g. developing of WIF does not impact FIW which further develop family trouble or disappointment and developing family over-burden. The other value of the model is that it treats predecessor factors in a profoundly complex manner i. e. it influences a refinement between proximal (to coordinate) and distal (backhanded) precursors. The connection between the two might be portrayed as takes after: proximal forerunners work as intervening factors in the connection between distal precursors and FIW/WIF factors. By proximal predecessors (interceding factors) that is Work Time Commitment, Work/Family Distress or Dissatisfaction and Work/Family Role Overload.

The model applies two distal predecessors of WIF and FIW: one is social help inside the given life area (Work/Family Related Antecedents), and the other - as we have prior indicated - FIW-as identified with WIF and WIF as identified with FIW. The impact of social help is felt through the decline in trouble and over-burden (relationship to conferred time has not demonstrated huge in either area).

WIF solely influences trouble in family space and not in work area. FIW, then again, influences just worry in work area and not that in family space. This approach is rather than different models which do not recognize two distinct headings inside work family strife and, therefore, leave this distinction covered up. The model likewise concentrates on passionate precursors to the amassing of trouble, therefore, it sets up a 'pain chain': the forerunner of WIF is work trouble, the outcome is trouble showing up in the space of family life, while the predecessor of FIW is family trouble showing up in the area of work.

The Frone Model utilized in this study has some distinct features. This research has focused on the women of Pakistan giving a new pool of experiences of women of a developing and an Islamic state. The model has also tried to link WFC to service quality that is missing in the model. Furthermore this research has put an effort to create a linkage of Internal Service Quality with WFC. WFC has negative consequences and those negative effects has an influence on the quality of service that is delivered by the female faculty.

Furthermore this research can be a step forward towards Sustainable Development. It can serve one the purpose of SDGs goal that is maintain wellbeing of humans. It can be said that WFC have negative consequences for the female academics which stresses them effecting their quality to deliver. Therefore minimizing WFC can improve working condition as well as health of the females.

## **2.11 Antecedents of Work Family Conflict (WFC)**

Antecedents of WFC include Job Stressors and family stressors. These are the hurdles that are faced by an individual at work and at home hindering the smooth functioning at work and at home. There are varied researches that have investigated different causes of conflict at work and at family. Mazerolle, Bruening and Casa (2008) investigated that a disagreement arises when demands of work interferes with family. Research has pointed out different stressors that are associated with the job that are long work hours, minimal control over work schedules and time spent away from home, personality factors, child care responsibilities, monthly salary, organizational family friendly policy, managerial support and coworkers' support (Jain & Nair, 2013; Lu, Siu, Spector & Shi, 2009; Cinamon, 2009),).

Kotrba, Mitchelson, Clark and Baltes (2011) worked on antecedents of Work Family Conflict investigated that work and family role stressors are the cause of Work Family Conflict. Representing a revised model related to work stressors (job stressors, role stressors, role conflict and role ambiguity) and family stressors (Family stressors, role conflict and role ambiguity).

The above explanation are stated as few examples of the researches that are carried out on the causes of Work Family Conflict. The aim of this research is to give an explanation of the very basic stressors of work and family in Pakistani as the dynamics of how things operate and function are totally different from the western countries. Even in the fast going technological advanced era Pakistan is far behind even in the basic application of the concepts. Further the idea of WFC is associated with the service quality in this research. The concepts are narrated in detail as below.

### **2.11.1 Job Stressors**

Stress at work is a major concern as it has some serious repercussions for the employee and the organization (Shahid, Latif, Sohail & Ashraf, 2011). Stress at work can be stated as the demands that work requires from the individual and the individual is not in a position to deliver what is demanded or there are hindrances in delivering the required work from the employee. Job stress is physical and emotional responses that occurs when the individual is unable to meet the requirements of the work due to limited resources in terms of energy and capabilities (Karimi & Alipour, 2011). These stressors may have a hurtful impact on the mental and physical prosperity of the person (Chhabra, 2016).

This investigation likewise concentrates on two sorts of work part stressors, part equivocality and part strife which have been recognized as the regular wellsprings of worry in the working environment (Boles, Wood, & Johnson, 2003; Onyemah, 2008).

#### **2.11.1.1 Role Ambiguity**

Role ambiguity occurs when the individual do not have a reasonable comprehension about their part in the association (Tubre & Collins, 2000). As characterized by Spector (1997), "part equivocality is the level of conviction the representative has about what his or her capacities and obligations are (p. 39)." According to established hypothesis, each position in an organized association ought to have a predefined set of errands or position duties; part vagueness mirrors the level of representatives' vulnerability with respect to the suitable activities in performing work capacities. For illustration, part equivocality can happen in light of the fact that representatives do not realize what he/she has the specialist to choose, or he/she is not clear about every others' activity execution desires. Because of questionable part desire, representatives will delay to settle on choices and should meet the desires by the experimentation procedure (Eys, & Carron, 2001).

In spite of the fact that part uncertainty, together with part strife, has been considered broadly in the association settings and the impact of part equivocalness on work fulfillment has been settled. A is the absence of clearness and solidness with respect to wanted employment and behavioral results (Schulz, 2013). The part equivocalness incorporates an insufficiency of data about the destinations of an association and the conditions in which work must be performed viably. The part equivocalness incorporates dubious desires from a person as he/she did not think about the correct circumstance of working that makes stretch prompts poor results for work and individual life both. Moreover, the activity parts cannot be assumed when the association is not steady about the clearness of parts and wanted desires.

Role ambiguity also points to the connection between flow of work, not properly following chain of command, job description and inadequate flow of communication. Therefore it is linked to time constraint in achieving a task or not comprehending the role that is demanded from an employee.

#### **2.11.1.2 Role Stressors (Role Conflict)**

As indicated by Spector (1997), "Role conflict exists when individuals encounter inconsistent requests about their capacities and obligations (p. 39)." Role strife and part uncertainty are the two noteworthy segments of occupation related part (Rizzo, House & Lirtzman, 1970). It can also be said that role conflict emerges when an employee has opposing roles to play being a part of the organization and following certain norms. An employee has to work as per the work standards of the organization. There are inconsistencies with respect to the effect on various parts. Few analysts have contended that the expanded part commitments that required time commitment and investment may bring about different types of mental clash if every part cannot be enough satisfied (Brotheridge & Grandey, 2002). Exact examinations of the outcomes of part struggle have been led in complex association settings investigating the impact of part strife on mental wellbeing related demeanors and conduct.



It is identified that role ambiguity and role conflict has partial significant impact on an employee. It can result in stress. Even from the previous research it is established that role conflict and role ambiguity is related to stress.

### **2.11.1.3 Job Involvement**

Lodhl and Kejner (1965) presented the concept of job involvement stating it as “the degree to which a person is identified psychologically with his [her] work, or the importance of work in his [her] total self-image ... how work performance affects a person’s self-esteem” (pp. 24–25). Later job involvement was associated with the connection of job with a person and the importance a job that plays in an individual’s life.

This research focuses on the work of Kanungo (1982a, b) who defined that there is a psychological connection of employee and the job. A person who is highly involved in his job showed a higher job involvement. Whereas lower job involvement is associated with low involvement of employee with his job. Work family conflict is associated with job involvement. As work family conflict is caused by inconsistent demands from work and family therefore it is indicated that there is negative association of WFC and job involvement (Lambert, Morrow, Hogan & Vickovic, 2020).

Job involvement denotes importance of job in an individual’s life (Paullay et al., 1994). It is reported that employees who are highly involved in their job, place work at the core of their interest and concern contrary to those with low job involvement having other interests and priorities (DeCarufel & Schaan 1990). Job involvement is related to job satisfaction, higher commitment to the organization, greater work engagement and productivity, less absenteeism, and lower likelihood of voluntarily quitting (Chen & Chiu, 2009; Diefendorff et al., 2002; Elloy et al., 1991; Lambert & Paoline, 2010; Paoline & Lambert, 2012; Rabinowitz & Hall, 1977).

Work family conflict and stressors at work are negatively associated with job involvement. Stressors result in psychological strain for a person having negative outcomes (Karasek, 1979; Lambert et al., 2017). When an individual is more committed to work leaves the other part that is family ignored or unattended has some negative outcomes. Therefore involvement in job or family has effects of WFC (Lambert, Morrow, Hogan & Vickovic, 2020).

According to COR theory, employees experience emotional exhaustion when they have depleted resources, including a lack of energy resources (Gorgievski & Hobfoll, 2008). Gorgievski and Hobfoll (2008) theorised that energy resources at work might take the form of work engagement or flow, concepts that are similar to involvement. They added that positive psychological states such as these should be inversely related to emotional exhaustion. Prior researchers have leveraged COR theory to understand the effect of positive job attitudes, including job involvement, on emotional exhaustion. Indeed, research shows that employees who enjoy positive work-related attitudes, such as job involvement, are more motivated at work and hence may overcome obstacles more easily (e.g. Brown and Leigh, 1996).

According to COR theory, those with more resources are less vulnerable to resource loss and are more capable of resource gain, and are therefore less likely to experience emotional exhaustion. Parasuraman and Alutto (1984) suggested that job involvement diminishes role frustration and tempers the effects of stressful working conditions. This argument is consistent with research that has revealed that job involvement is negatively related to emotional exhaustion (Paoline & Lambert, 2011; Shantz, Arevshatian, Alfes & Bailey, 2016).

When there is WFC, severe mental health outcomes has been experiences (Mutambudzi, et al, 2017). The relationship of WFC and job distress is not simple. WFC

is conceptualized as a demand that, depending on the resources available to families, may generate poor mental health outcomes for parents. Findings suggest that there are ongoing mutual influences between WFC and psychological distress whereby deterioration in one can lead to ongoing detriment in the other (Westrupp et al, 2016). According to COR an individual is struggling to save his reservoir of energy from depleting. When there is WFC psychological stress depletes that energy (Wayne et al, 2017).

#### **2.11.1.4 Job Distress**

In this research WFC is examined in connection to different variables. When resources of an individual is depleted in terms of resources that are limited, carries unhealthy outcome for an individual. When an individual is at work and is uncomfortable because of role conflict and role ambiguity can cause distress that can influence work. The job distress can result into work family conflict and have some connection with job involvement (Smith, DeJoy, Dyal, & Huang, 2019).

The profession of teaching is very stressful because it is not only associated with the teaching but it also has administrative duties to be fulfilled. Because of the extended duties of preparing lectures, attending seminars and conferences, research work and coordination with the parents. They are more exhausted and stressed out because of the work load. The psychological stress has bad effect on the health of the faculty making them more depressed and wear out (Othman & Sivasubramaniam, 2019). The stressors related to the work have strain on the faculty as well as cause of psychological stress (Jun, O'Leary, McPhail, & Johnston, 2019). The work related stress can be called occupational stress. It is caused by very demanding circumstances. One of the reason behind it can be the increasing demand of work and family and the individual capacity to fulfill these demands.

Stressors are seen as either positive or negative that is distress and eustress. Focus of this research is distress that is associated with the negative outcomes. Distress is seen as “outcomes associated with negative stress which cause a deviation from healthy physiological, psychological and affective functioning” (Quick et al.; 2013, p.156). Eustress is described as “the healthy, positive outcome of stressful events and the stress response” (Quick et al.; 2013, p. 4). The stress at work is one of the major issue of concern. In educational institution faculty experience negative emotions because of the stress that they experience. This can have effect on both work and family domain leading to complications (Mwenda, Kiflemariam & Kimani, 2019) resulting in workplace deviance, absenteeism, presenteeism, burnout, voluntary turnover (Gorgievski & Hobfoll, 2008; Mokhtarinia et al., 2012; Barkhordari et al., 2011; Quick et al., 2013), negative health consequences including cardio-vascular disease and depression (Graham et al., 2011; Jex & Gudanowski, 2010; Quick et al., 2013) and serious financial problem (Hargrove, Hargrove, & Becker, 2016). Job stressors results in psychological distress (Attell, Brown, & Treiber, 2017).

### **2.11.2 Family Work Conflict**

As mentioned earlier that an individual’s life revolves around work and family. When an individual cannot maintain a balance between the two it can cause WFC or FWC. The conflict that can emerge is bidirectional in nature so if an individual’s resources in terms of time, energy and asset is not well managed at home it can carry effect to work causing family work Conflict. The female faculty have to carefully divide her resources so that she can function at university.

FWC is also associated with the physical and psychological consequences for females. One of the negative consequences is the stress that is experienced by the females (Namdari, Nasiri, Nakhaee & Taheri, 2019). Findings shows that females value their

family more and are emotionally exhausted when work interferes with their family role contrary to male who place work as their priority (Martins *et al.*, 2002) initiating family work conflict (Wayne *et al.*, 2004). It is supported by empirical findings that females are more emotionally exhausted than their male counterpart (Posig & Kickul, 2004; McElwain *et al.*, 2005; Noor, 2003; Boles *et al.*, 2003, Yavas, Babakus, & Karatepe, 2008).

### **2.11.2.1 Family Stressors**

Family stressors are connected to the stressor that comes with the family. Stressors faced by a married woman having children are more as compared to those having no children (Woźniak, 2019). They females with kids have to spend more time at home in order to take care of the kids in terms of educating them and bring them up. This duty of being guidance and a mentor to the kids is a stressful duty. It taxes' the females with jobs to look after. In doing so it surpasses their accessible passionate, physical, and mental assets, bringing about a peril to their own particular prosperity (Morris & Leung, 2000). The meaning of parental worry generally talk about parental worry as not having the capacity to sufficiently adapt to life circumstances and furthermore examine the trouble of life circumstances of guardians with youngsters with an unavoidable formative issue that are extended as far as possible, bringing about expanded levels of passionate and mental pain., influencing their general prosperity.

The socialization of women from adolescence and giving this priority over work parts is a concern that has possessed the psyches of social specialists for quite a long time. While work enactment has upheld the inclusion of women in the work, with the presentation of value laws and paid maternity leave planned to draw women back to the work put in the wake of having kids, the genuine strain lies with working moms. (Butler & Skattebo, 2004). Family part has generally been viewed as key to a lady's personality,

working moms are typically observed as more prone to encounter push when endeavoring to juggle between work and family requests and more prone to enable family to meddle with work duties (Halpern, 2005).

#### **2.11.2.2 Family Involvement**

In the modern era, women are shouldering the responsibilities with their male counterparts in all walks of life. Whether it is private sector or public sector, one can find mushrooming of female employees in all segments. It's not only at the middle or the lower levels but also at the top level of management, females are making their presence felt (Srivastava, 2007).

Family involvement refers to involvement of an individual with his family. It is hypothesized that family involvement can have an effect on family work conflict. Research has suggested that family has an effect on involvement at work (Lambert, Morrow, Hogan & Vickovic, 2020).

#### **2.11.2.3 Family distress**

Faculties in higher education institution are important component of the universities. The demanding requirement in family causes certain negative effect on females. A female while at home has to perform varied roles in doing so she has to consume time, energy and asset. This leaves her with less resources for other roles (McIlveen et al, 2019). There are different family related stressors that causes stress in the female that affect her family and work. Both work–family conflict and family–work conflict were associated with less work satisfaction and greater psychological distress (Burke, & Greenglass, 1999).

### **2.12 Depression**

From the researches it is uncovered that both WFC is identified with negative physical indications and misery affecting representative's prosperity (Kiunga, 2017). A

person's wellbeing is related to a mix of physical, mental and social prosperity (Joshnloo, Jovanović, & Taylor, 2019). Worker prosperity is characterized as a comprehensive build that involves not just physical and mental components yet additionally includes profound and passionate viewpoints (Mirabito & Berry, 2015). Emotional wellbeing relates to tension, burnout, dejection, confidence and stress though physical wellbeing may incorporate cerebral pains, dazedness, muscle torment, stomach related issues, cardiovascular ailment and musculoskeletal issue (Schwarzkopf et al,2019; Vévodová, Vévoda, & Grygová, 2020;Pun, 2016).

The understood desire is that as a result of the family part stretch has more adverse impact on females than their male partner (Frone, 2000).Study has uncovered that family work struggle cause stress and tension more in men and work family strife cause more worry in women.

Another approach to comprehend the connection between work family struggle and stress is through the Conservation of Resources Model (COR) (Chen, Zhang & Jia, 2020; Rahman et al., 2020). The COR display depends on the possibility that individuals are continually endeavoring to gain and look after assets. Assets incorporate articles, vitality (e.g. time, cash and learning), conditions (e.g. utilized, wedded status), and individual qualities (e.g. confidence). Stress happens when there is a risk of losing assets. So as to ease this anxiety, move must be made. For instance, somebody who fears that their kids are experiencing the absence of parental time spent together may put in less and less additional hours, and in the long run choose to work at an alternate employment keeping in mind the end goal to have the capacity to satisfy the necessities of the activity area and family space (Bianchi, 2011).

Psychological distress affect the mental health of females. The distress is associated with various sources (Assari, 2018). To name few it is linked to depression,

anxiety and WFC. Employees have problem balancing work and family which give rise to stress effecting quality. Work and family is very important to an individual. When an individual is expected to perform and the individual performance is not up to the desired or required performance there comes the stress. It is basically role imbalance (Amiruddin, 2019).

Professions like teaching in which there is direct interaction with consumer is cause of conflict. It is said so because an individual having family and work has to look after two demands simultaneously. The incompatibility in the demands which give rise to unease is cause of stress (Amiruddin, 2019; Obrenovic, Jianguo, Khudaykulov, & Khan, 2020).

### **2.13 Internal Service Quality**

The idea of interior administration quality is a rising idea of significance. It is considered (Brandon-Jones & Silvestro, 2010) a zone of intrigue emerged from the activity in the administration business to draw to inward clients with the goal that they can adhere to their current boss (Kang, Jame & Alexandris, 2002).

ISQ is characterized as the apparent nature of administration given by unmistakable hierarchical units or the general population working in different units or representatives inside the association. It can be characterizes by Hammer (2001, p. 52) as "a sorted out gathering of related exercises that together make a consequence of significant worth to clients (Voss, Calantone & Keller, 2005).

In this investigation universities are taken as associations in which staff go about as its workers and are inside clients of the association who convey to the outer clients that are students. Interior client ought to be taken care by the universities and the workers inside a similar foundation to advance inward administration quality and to fulfill each other's desires in their journey to streamline the client encounter (Sharma, Kong & Kingshott, 2016).



The profession of teaching is a very stressful occupation. This is because of the increasing demand from the faculty and the emotional work that the faculty put in. It is also reported that faculty is more stressed out as compared to other professions. The stress that the faculty has to experience has an effect on their service quality (Braun, Roseser, Mashburn, & Skinner, 2019).

Therefore, following hypothesis are developed accordingly.

H1: Job Stressor enhances Work Family Conflict.

H2: Job Involvement decreases Work Family Conflict.

H3: Job Stressor enhances Job Distress.

H4: Job Involvement decreases Job Distress.

H5: Work Family Conflict enhances Job Distress.

H6: Work Family Conflict enhances Depression.

H7: Family Stressor enhances Family Work Conflict.

H8: Family Involvement decreases Family Work Conflict.

H9: Family Stressor enhances Family Distress.

H10: Family Involvement decreases Family Distress.

H11: Family Work Conflict enhances Depression.

H12: Family Work Conflict enhances family distress.

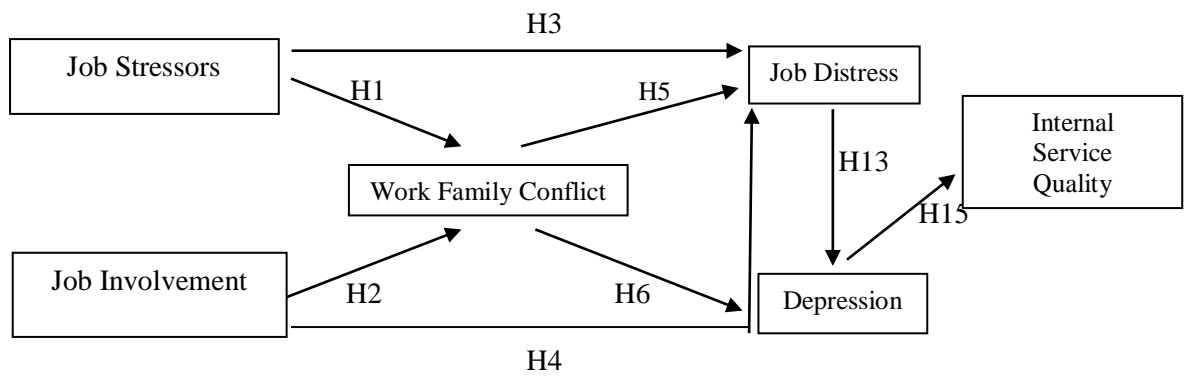
H13: Job Distress enhances Depression.

H14: Family Distress enhances Depression

H15: Depression decreases Internal Service Quality

The conceptual model is divided into two parts so that it can be better understood. The figure that is separated in part a and b are one explained as a one phenomenon that is the concern of this thesis.

a) Conceptual Model Part a



b) Conceptual Model Part b

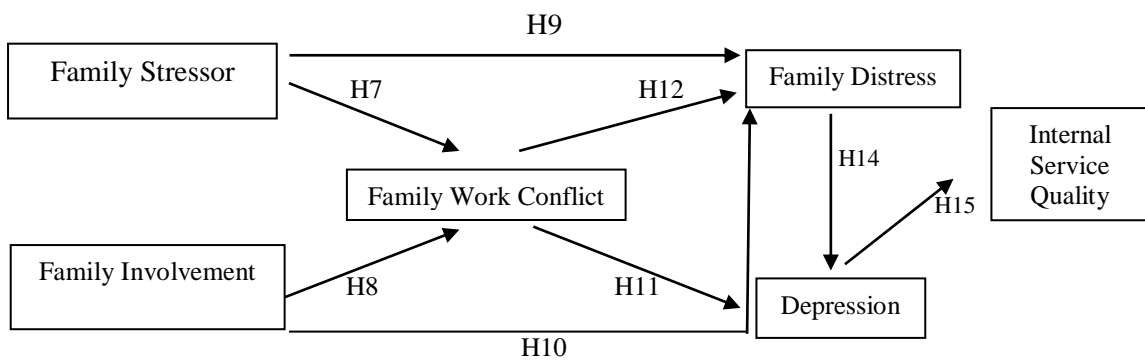


Figure 2.1: Conceptual Model of Work Family Conflict

## 2.12 Summary of Literature Review

An overview of WFC is given by explaining the concept in a sequence and then proceeding further to explain theories that support WFC in order to create understanding of the concept. This study explains the causes and the consequences of Work Family

Conflict (& FWC) in detail in order to create a better understanding of the concept idea in the context of female faculty of higher education institutions.

This study has built a new connection of Work Family Conflict through stress. Stress effect the psychological well-being and the performance of the female faculty effecting their internal service quality. It also explains the concept of Internal Service Quality. This chapter also develops theoretical background that supports the foundation of the hypothesis and explaining their connections.

The largest number of publications pertaining to work and family is carried in America which is neglected in Pakistan. There is a need for Higher Education institutions to develop a more intensive approach of well-being of faculty by minimizing the conflict between work and family. Further research is mostly carried in corporate sector neglecting educational sector in particular. This research encompasses female faculty from educational sector and incorporates a new association of Work Family Conflict to Internal Service Quality.

## Chapter 3

### Research Methodology

#### 3.1 Introduction

This chapter gives detail of the methodology that is adopted in this research. This research has a positivistic approach, by outlining a road map to empirically test the data. The research further outlines clear and appropriate research methodology to investigate WFC, FWC, depression and its effect on ISQ on working women in higher educational institutions of Pakistan. The following table shows the scheme of study which is given as under.

Table 4.1: Features of Positivism

Components	Features	Current Research Justification
The viewer	Must be autonomous	Researcher was not part of survey
Curiosity	Immaterial	Un Biased Interest of the researcher
Explanations	Must show causality	The research rely on the correlation of the variable to be studied in a numeric manner is based on identifying the effect
Research development	Hypotheses and deduction	Hypothesis that were derived from theory and deduction were made
Concepts	Are operational zed to be measured	Variables are measured objectively
Sampling Unit	Representative of population	Respondents include female academics of universities
Generalization	Statistical probability	Inferential Statistical techniques
Sampling	Large numbers selected randomly	For this research convenience sampling is implied being best suiting the requirements of this study.

Hypotheses testing in this research explain the relationship of dependent and independent variables. The variables that are used act as dependent and independent variables i.e WFC (Dependent Variable and independent variable), Job Stressors (Independent Variable), Job involvement (Independent Variable), job distress (Dependent Variable and Independent Variable), family stressors (Independent Variable), Family Involvement (Independent Variable), family distress (Independent Variable), and depression (Dependent Variable and Independent Variable), Internal Service Quality (Dependent Variable). Hypothesis testing accepts or rejects a theory when tested.

The kind of examination in this research is co relational in nature in which relationship of Work Family Conflict with depression, inner administration quality is contemplated. It portrays the critical factors related with the issue.

This research is carried out in the premises of the universities giving a free environment. Data is collected from the female academics of higher educational institutions (Universities), therefore on the convenience of the faculty they are contacted in the domain of universities.

### **3.2 The Unit of Analysis**

Unit of analysis is the component of the population from which data is collected. It can be a person; a group of people even organizations can be part of it (Sekaran, 2003). The unit of analysis in this study is female academics of higher educational institutions (universities). The universities include all types of universities whether public, private or semi government in nature. It covers various universities from scattered geographical domains of Pakistan. The universities included in this study are from Islamabad, Rawalpindi, Mardan, Malakand, Peshawar, Lahore and Karachi.

### **3.3 Data Analysis**

In this research analysis is done through Structural Equation Modeling. As indicated by Worthington and Whittaker (2006) Structural Equation Modeling (SEM) as of late turned into a notable and broadly used apparatus in testing hypothetical models in social and behavioral sciences. Basic condition displaying (SEM) is an arrangement of measurable strategies utilized for the appraisal and guess of connections between various factors, accomplished through joining essential and optional factual information and subjective causal suspicions gotten from broad audit of writing. SEM depends on the deductive approach where theories are detailed in light of writing and later tried in the demonstrating programming utilizing the essential or optional information sources.

#### **3.3.1 Partial Least Squares (PLS)**

Partial least square assess two different models. They are referred to as the inner (Structural) model and the outer (Measurement) model (Henseler, Ringle & Sinkovics, 2009).

##### ***3.3.1.1 Evaluating the Measurement Model***

As per Henseler, Ringle & Sinkovics (2009), a widely accepted strategy for evaluation of the scale dependability is through examination of interior consistency unwavering quality. Cronbach's Alpha measurement that gives a gauge of the dependability in light of the distinctive pointers of idle or surreptitiously factors is a typical measure of the inward consistency unwavering quality.

In any case, scientists have likewise contended that Cronbach's alpha measurement esteem give estimation of interior consistency measures, and subsequently it is suggested that simply detailing Cronbach's alpha insights as a measure of inner consistency, composite reliability (CR) esteem might likewise be accounted for (Henriksen & Pedersen, 2007; Henseler, Ringle & Sinkovics, 2009).

Once the dependability of the idle or surreptitiously factors is built up, this is trailed by the evaluation of legitimacy of the estimation show. In PLS based examination, there are two unique sorts of validities set up. These are alluded to as convergent and discriminant validity. A typical technique to survey the convergent validity factually was advanced by Fornell and Larcker (1981). They recommended the utilization of AVE as a procedure to set up the merged legitimacy. It is prescribed that with a specific end goal to build up the concurrent legitimacy, an AVE estimation of no less than 0.50 might be achieved for the in secret or dormant develop.

As indicated by Gotz, Liehr-Gobbers & Kraft (2010) Discriminant legitimacy is characterized as the divergence in various devices' of estimation of various builds. The most well-known technique for foundation of discriminant legitimacy is given by Fornell and Larcker (1981), he recommended that square base of AVE ought to be more noteworthy than the between develop connection of the inert build with some other inactive build. Another mean for built up of discriminant validity is through appraisal of the cross loadings. It request to set up discriminant validity through cross loadings, every pointer developed is more noteworthy than the majority of its cross loadings for different builds.

### ***3.3.1.2 Evaluating the Structural Model***

Basic model are produced in order to examine the connection between the proposed connection in a model (Gotz, Liehr-Gobbers & Kraft, 2010). Basic model is assessed by basic rule of measuring coefficient of assurance (Henseler, Ringle & Sinkovics, 2009). The coefficient of determination or R-Square shows how much change in the needy variable can be accounted to the autonomous variable. It is prescribed that  $R^2$  must be no less than 0.10 all together for the dormant build to be viewed as satisfactory (Falk & Miller, 1992). Aside from detailing  $R^2$  that survey the adjustment in the reliant

factors caused by a solitary or set of free factors,  $f^2$  measurement is additionally surveyed as a major aspect of the basic model assessment.  $F^2$  measurement gives subtle elements whether evacuation of an autonomous variable will significantly affect the reliant variable. As indicated by Henseler, Ringle & Sinkovics (2009) the estimation of  $f^2$  measurement of 0.02, 0.15 and 0.35 mean little, medium and expansive impacts separately.

As indicated by Gotz, Liehr-Gobbers & Kraft (2010) Stone-Geisser's  $Q^2$  is the measure of prescient pertinence, which achieved by playing out the blindfolding methods. When translating the  $Q^2$  measurements, an estimation of  $Q^2$  insights bigger than 0, demonstrates that the autonomous variable gives prescient significance; generally the model cannot be allowed prescient pertinence (Henseler, Ringle & Sinkovics, 2009).

### **3.3.2 Why Structural Equation Modeling To Be Used**

As mentioned above as well SEM software is used in this study. The SEM based software is used because it has advantage over the use of traditional SPSS analysis if applied appropriately. It offers greater flexibility in the interplay of data and theory as it has significance in the form its components analysis, factor analysis, or multiple regression. To be more specific SEM is advantageous in use as (a) models relationships among multiple predictor and criterion variables, (b) construct unobservable and (c) statistically test a priori substantive/theoretical and measurement assumptions against empirical data (i.e., confirmatory analysis) (Chin, 1998). It helps in developing complicated models having multiple relationships. In addition, SEM based analysis provides a number of reliability (Cronbach's Alpha) and validity statistics (convergent and discriminant) that help in making sure that the instrument utilized is reliable and valid. In the present study SMART-PLS is utilized. PLS-SEM is a promising method that offers vast potential for SEM researchers especially in the marketing and management



disciplines. PLS-SEM is, as the name implies, a more “regression-based” approach that is more strong with fewer identification issues, and can be used in both very small and very large samples (Hair, Ringle & Sarstedt, 2011). PLS path modeling represents a well-substantiated method for estimating complex cause-effect-relationship models in business research (Gudergan, Ringle, Wende, & Will, 2008). The goal in the present study is predicting key target constructs or identifying key “driver” constructs with the structural model being significantly complex (Henseler & Sarstedt, 2013).

SEM technique is utilized to assess the relationship between variables. Since it help explain the variance in the dependent variable because of the IVs. The starting point for any study assessing the impact if relationship between the variables. SEM allows to model the relationship between variables that further help assess the variance. SEM is utilized to test the relationship between variables and subsumes the techniques like regression. SEM model are actually regression based models.

SEM is referred to as a causal modeling approach. SEM does not determine causation between two variables. This is a contradiction that is used quite often with SEM. As stated earlier, SEM uses covariance matrix as its input, so essentially looks at correlations between variables to determine how one influences the other, but it will not determine causation. Just because two things are highly correlated does not mean one causes the other. SEM is a great technique to determine how variables influence one another (Collier, 2020).

### **3.4 Sampling**

Population is composed of elements that have some characteristics that are common in nature. Sample is the subset of population (Sekaran, 2003). The process of selection of sample from the population is called sampling. The sampling unit refers to the elements of the population from which a representative sample is taken. Population of

this research included all the female faculty from different universities of Pakistan including public, private and semi government universities through convenience sampling. In this research female faculty from universities of Pakistan are considered as a potential sampling unit. Different researches in Pakistan has restricted their sample to a single province but this research focus on females working in different universities and from different provinces, This has increased the chances of generalization of the results. Furthermore the sampling techniques that is used for this research is given below.

### **3.4.1 Non-Probability Sampling**

In this research Non-Probability sampling is used because of the requirement of this study. In this type of sampling, sample is not selected randomly. Random sampling is the one that is used in Probability Sampling method which is difficult to apply when the population is scattered.

Subjects in a non-probability sample are usually selected on the basis of their accessibility or by the purposive personal judgment of the researcher. This research includes all the universities of Pakistan and all the female faculty members. By doing so the chances of generalization are increased. This sampling technique best serve the purpose of the research. This type of sampling includes quota sampling snowball sampling, convenience sampling and purposive sampling (Sekaran, 2006).Convenience sampling is used for this research which is elaborated below.

#### **3.4.1.1 Convenience Sampling**

Convenience sampling is a type of non-probability sampling in which sample is selected on the basis of ease, accessibility, geographical proximity, availability at a given time, or willingness of the respondents (Etikan, Musa & Alkassim, 2016). In this type of sampling the participants (female faculty of higher educational institutions) in whichever

university and whichever part of the country was part of this research. The participants who were easily accessible and available were part of this research (Saunders, Lewis, & Thornhill, 2012). The female faculty of universities were contacted and their availability was confirmed as per their convenience and availability in order to fill in the requisite information. Female information is classified. As our cultural constraints no University will share the details of their female faculty. The information on the website in majority of the cases is not updated and email bounce in most cases. Existing research has utilized hypothesis testing with non-probability sampling design. More data is available and collected from the females who can be contacted.

Data is collected from different cities of different provinces of Pakistan including universities of Peshawar, Mardan, Malakand (KPK), Islamabad, Rawalpindi, Lahore, and Karachi. Data was collected from female academics from private, public and semi government universities of different cities. Convenience sampling made it convenient in contacting the female's teacher who were readily available. It gave more time for collecting data from different and large number of females from universities making the data more generalizable at a less cost (Choi, 2020). Female's faculty information is classified. No University will share the details of their faculty. The information on the website in majority of the cases is not updated and email bounce in most cases. Therefore convenience sampling is used.

As the name refers to as a sampling data is collected from individuals as deemed convenient. Female faculty was occupied with their work routine and were very uncooperative in providing the required information. Therefore data was collected from the females of universities who were readily available. This sampling method has issues of generalization but it does not mean that it cannot be used. The sampling may not be ideal but is acceptable (Bell & Bryman, 2007).

There is a misconception that convenience sampling is not applicable for quantitative research as it is one of the parts of non-probability sampling technique. But, this conception is not true; rather, if any researcher wants to use the convenience sampling effectively in his or her quantitative research work, he or she can do (Memon *et al.*, 2017). Another justification to use the convenience sampling in this research is “the assumption of theory testing”. Memon *et al.* (2017) stated that if the fundamental objective of any research is to test the assumptions of a theory by creating a research framework, it is a wise decision to use convenience sampling. However, Bryman and Bell (2015) and Polit and Beck (2010) stated that convenience is more to be expected and more commonly used in the fieldwork research and if humans are subjects. As this study relates to the fieldwork research and human (academicians) as subjects, thus, in this research, we have taken the non-probability (convenience) sampling technique. Using a convenience sampling technique, it is very possible to get evocative and effective outcomes if this technique is carefully monitored (Cooper & Schindler, 2011; Rahman et al.2020).

### **3.4.2 Sample Size**

Roscoe (1975) suggested that an example size of more than thirty and fewer than 500 is suitable. According to Sekaran, for perception based studies a sample of 200-500 is enough. Hence, you distributed 500 questionnaires so that even if the response rate is low you have adequate sample to perform the analysis. Total sample size of this research is 500 females from universities. Five Hundred (500) questionnaires were floated and 203 faculty members responded accordingly. Questionnaire was adapted according to the research and was modified accordingly. In Peshawar, Mardan, Islamabad and Rawalpindi questionnaires were self-administered whereas in Lahore and Karachi questionnaires were send through emails. Female faculty was approached but they were not very

cooperative having busy schedules therefore only few of the answered the questionnaire. The response rate was therefore  $203 \div 500 \times 100$  was 40.6%.

### **3.5 Operational Aspects of Variables**

Operationally, the approach received in this examination is to concentrate on investigation of WFC interfaces as awkwardness in the overseeing duties at work and at working environment. Work family obstruction is characterized as work meddling with family and vice versa. This investigation of work family struggle included women working in universities. This investigation gathered statistical data from female faculty including demographics that is age, qualification, number of children, employment status, experience, number of hours worked, courses taught, unpaid hours worked in each week. Further included questions related to JS, JI, JD, FS, FI, FD, D and ISQ.

#### **3.5.1 Work– Family Conflict and Family Work Conflict Scale (WFC & FWC)**

The demand from work effects that of family and demands from family effects that of work. In the present situation, because of work over-burden females academics at work spend more time in university leaving less time for family and self (Sandhu & Kang, 2011). At that point struggle between personal and professional life starts. In this study Work Family conflict is taken as dependent variable when taken in regard to stressor and act as dependent variable when talking about depression.

A Carlson et al., 2000 and Netemeyer et al., (1996) developed a 10-item scale towards measure which is adjusted and utilized as a part of this exploration. A last form of the work– family scale that contemplates every one of the measurements of work family struggle is created. Earlier research has distinguished sorts of work family struggle depending upon time, strain and behavior. Work family Conflict on the basis of time arises when time required to be given to personal and professional life is not evenly

justified. Whereas conflict on the basis of strain arises because of the pressure on one part of life influences the other and conflict in terms of behavior is experienced when behavior required in professional life is not required or carried to home. Time-based clash is surveyed by four things mirroring the shared inconsistency of work and family part requests. Illustrative e.g is my work keeps me from my family exercises more than I would want. The measure of strain-based included three things mirroring the overflow of effect from work to family. Illustrative things e.g when I get home from work I am frazzled to participate in family activities responsibilities. Reactions to these things were on 5-point Likert scales (1) strongly disagree (5) strongly agree.

Essentially FWC happens when family obligations and undertaking ruins the obligations to be performed at work. The tool used to gather data related to this construct was similar to that of WFC. The questions were molded according to the family interference with work instead of work with family. It also included questions related to time, strain and behavior-based conflict measured on a 5-point Likert scales (1) strongly disagree (5) strongly agree. Illustrative questions of time-based clash e.g the time I spend on family responsibilities often interfere with my work responsibilities. Strain-based question e.g due to stress at home, I am often preoccupied with family matters at work and behavior-based interference e.g the behaviors that work for me at home do not seem to be effective at work.

### **3.5.2 Job Stressors**

Job stressors are those variables that effect individuals working at workplace. Job stressors are independent variable. The job stressor scale was based on items developed from Rizzo, House and Litzman (1970) the scale is used by Labraguet al., (2017) used to measure organizational politics nurses' stress, burnout levels, and turnover intention and job satisfaction. The scale is comprised of two sub-scales Role Ambiguity and Role

ambiguity. These two sub-dimensions are selected as faculty is engaged in academic as well as non-academic activities. It makes it very difficult in performing their duties and role conflict occurs. The faculty also receives different demands from the students, parent and management which results in role ambiguity (Khan, Mahmood, Akhtar & Muhmood, 2014). The scale developed and used in this research is from Rizzo, House and Litzman (1970) which was validated by Khan et al., in 2014 as well. Few questions were deleted to adjust the scale to this study.

Role ambiguity occurs when employee is not sure about his roles and responsibilities at the place of duty (Schulz, 2013). Role conflict is understood as the simultaneous occurrence of two (or more) role outputs or requirements, in such a way that the performance of one of them makes the performance of the other more difficult. Moreover, Vanishree showed that role conflict is one of the factors that increase job stress and reduce satisfaction. (Hoseini, et al., 2021). Role theory states that, when the behaviors expected of an individual are inconsistent- one kind of role conflict-he will experience stress, become dissatisfied, and perform less effectively than if the expectations imposed on him did not conflict (Rizzo, House, & Lirtzman, 1970). The expectation can be from different bosses having clashing aptitude for the employee. (Moorman & Rindfleisch, 2003). The questions related to RA were six on a five point Likert scale 1 to 5 (strongly disagree to strongly agree) (e.g I do not have clear, planned goals and objectives for my job). RC is measured with seven question on a five point Likert scale 1 to 5 (strongly disagree to strongly agree) (e.g I receive assignments without the resource to complete it).

### **3.5.3 Family Stressors**

Family stressors are the factors that the female faculty faces in maintaining a balance between family and work. Family stressors are taken as independent variable. Family stressor scale is developed by using Kessler (1985) scale and recently used by

Nutsford, Pearson, Kingham, & Reitsma (2016). It is based on five point Likert scale ranging from strongly disagree to strongly agree.

It contains questions related to family stressors pertaining to spousal and parental stress. Spousal stressors questions are related to factors that hinders a relationship with the spouse (e.g., I face lack of spouse support).Whereas parental stressors are the one that influence the role of the parents to perform duties (e.g.,I have to share child care responsibilities).

#### **3.5.4 Job Involvement**

This term job involvement is of key importance in an organization and has received attention over the time in the organization. Job Involvement in this study is taken as dependent variable. It is an important positive work behavior. In this study Job Involvement is taken as dependent variable. Job involvement is defined as a state of mind in which full attention is given to work with zeal and spirit (Yan & Su, 2013).Job involvement points to the significance of effort to the female faculty, and to his or her mental contribution in the work part. The expanded enthusiastic interest in the work part may prompt expanded time and vitality given to the work part, along these lines diminishing the time accessible for the family (Parasuraman & Simmers, 2001).Job involvement of the female faculty make them engaged in their work such that their family is effected or neglected.

The four items in this index were taken from Kanungo's (1982) job involvement scale. Each item utilized a five point response format ranging from 'strongly disagree' to 'strongly agree (e.g.,the most important things that happen to me involve my present job role).

#### **3.5.5 Family Involvement**

Family involvement refers to the significance and mental investment in the family by the female faculty. Family involvement is taken as dependent variable in this study. It is related to spending more time with children and spouse (Amazue, 2013). Female



faculty because of the parental and spousal role might have problem distributing time and energy to the work. Items from the job involvement scale were modified to yield separate measures of Family involvement in both the spouse and parental roles (e.g. The most important things that happen to me involve my role as a spouse).

### **3.5.6 Job Distress**

Employment trouble starts from the two agents' work and their families. Job Distress is taken as dependent variable. Occupational trouble is recognized is an outcome of WIF and FIW. Employment trouble is a mental state in which one is discouraged on account of the stressors relating to work. To look at work stress, House and Rizzo's (1972) "work push scale" comprising of seven things was utilized (e.g., My activity is highly demanding and My job is Pressurizing) measured on a five point Likert scale extending from 1.Strongly disagree to 5.Strongly agree.

### **3.5.7 Family Distress**

Family pain can be characterized as not having the capacity to adapt to life circumstances causing trouble, influencing their general prosperity. Family distress is taken as dependent variable. Family trouble is distinguished from work family conflict, its scale was taken from Kandel et al. (1985) (e.g., How often do you feel that, things in your life that made you upset) measured on a five point scale ranging from almost never to almost all the time.

## **3.6 Depression**

Work environments have potential stressors making individuals most vulnerable to symptoms of depression, when such work qualities combine with conditions of conflict. Depression is taken as independent variable in this study.

Depression was assessed with 20 item center of Epidemiological Studies Scale (CES-D;Radloff, 1977). A point scale was used to determine how frequently each of 20

symptoms was experienced during the last month. The items in this scale are answered on a five point scale of none to most of the time (e.g I was bothered by the things that usually do not bother me).

### **3.7 Internal Service Quality**

Various researchers have contributed to the identification of Service Quality dimensions which is operationalized in this research. It is taken as independent variable in this study. Parasuraman et al.,(1985; 1988) developed SERVQUAL; an instrument that measures the gap between expected and perceived service. Their research identified five generic dimensions of Service Quality which are implied to measure ISQ in this research. The SERVQUAL items were modified to measure ISQ. These are:

- (1) Tangibles; that can be physical equipment, tools, facilities and any other tangibles that can be sensed and felt.
- (2) Reliability; it portrays precision in provision of service of female academics higher educational institutions.
- (3) Responsiveness; it features timeliness in service delivery by the female academics of higher educational institutions.
- (4) Assurance; the ability of the female academics to motivate.
- (5) Empathy; refers to the trait of kindness by the female academics in higher educational institutions.

The questionnaire used by Kang, Jame & Alexandris (2002) is modified to the need of the research. The questionnaire includes questions on Reliability, Tangibility, assurance, Empathy & Responsiveness. The scales used ranges from strongly disagree to strongly agree on five point scale.

Service quality is determined by the customers' expectations that that are targeted and achieved. The same can also be true for an organization which sets goals to achieve

customers' expectations. To measure service quality SERVQUAL instrument can be modified. It is argued that departments and divisions within a company can use the SERVQUAL, with appropriate adaptation, to measure the quality of services provided to employees (Zeithaml *et al.* 1990).

The SERVQUAL instrument is used and considered appropriate to assess the gaps between Internal Service Quality (Lings & Brooks, 1998). Internal Service Quality is determined taking into consideration the internal customer needs (Chaston, 1994). The SERVQUAL instrument is used to measure quality concept in purchasing context (Young & Varble, 1997), in psychological work (Edvardsson *et al.* 1997). It is suggested that the instrument is effective in measuring internal service quality. There are also attempts to validate the instrument (Reynoso & Moore, 1995) and it is justified that the dimensions of the SERVQUAL from the external to the internal customer (Zeithaml *et al.* 1988). There is agreement on the utility of SERVQUAL.

### **3.8 Summary of Methodology**

This chapter has mapped the way to conduct this research by elaborating the research methodology. It answers related questions related to the research design, sampling and data analysis. Just as a good road map helps the traveler to reach his destination, so too will a good research design ensure the best possible outcomes.

This chapter provided explanations of the key terms and its operationalization accordingly. The present examination depends on the positivist research philosophy that uses a deductive approach to test the theory. For data collection structure questionnaire were designed and adapted to the requirement of the study. Data was collected from the female faculty of different universities through convenience sampling. Convenience sampling method was justified as a suitable method to access the information from the

potential respondents. This chapter also explains the background behind SEM as a data analysis tool.

## Chapter 4

### Data Analysis and Results

This chapter elaborates the results that are produced as a result of data analysis. Data analysis is conducted using SPSS and SMART-PLS. SMART-PLS is utilized for Structural Equation Modeling.

The data analysis of this study is divided into four parts:

1. First, Descriptive statistics are presented to describe the demographic profile of the respondents.
2. Second, Descriptive statistics (Including Mean and Standard Deviation) for various constructs in the study are presented.
3. Measurement model is reported to assess the reliability, convergent validity, and discriminant validity of the constructs in the study.
4. Finally, structural models are presented to assess the significance of the hypothesized relationships. Results from structural models includes coefficient of determination ( $R^2$ ), the path coefficients ( $f^2$ ) and the predictive relevance ( $Q^2$ )

#### 4.1 Respondent Profile

The profile of the respondents includes information regard the following.

Qualification

1. No. of Children
2. Marital Status
3. Employment Status
4. Experience

5. No. of Courses Taught
6. Hours of Work
7. Unpaid Hours in Each week

The following section will provide details for the responses on each of the aforementioned demographic variables.

#### **4.1.1 Qualification**

Participants of study were asked to provide information regarding their qualification. Majority of the respondents were Masters (197, 98%) and rest of the respondent were having Ph.D. (4, 2.0%) and Bachelor degrees (2, 1.0%). Categorization of the respondents in terms of their qualification is reflected in the table 4.1:

Table 4.1: Qualification

		Frequency	Percent
Valid	Bachelors	2	1.0
	Masters	197	97.0
	Ph.D	4	2.0
	Total	203	100.0

#### **4.1.2 No. of Children**

Participants in the study were asked to provide information about the number of children they had. Most of the respondents (61, 30%) had two children, 27 respondents (13.3%) had three and 13 respondents (29.1%) had four children. Similarly, out of the total, four of the respondents (2%) had 5 and 4 respondents had six children. However, 35 respondents (17.2%) were having only one child. Remaining fifty-nine respondents (29.1%) had no child. Detail is shown in the table 4.2.

Table 4.2: No. of Children

	Frequency	Percent
0	59	29.1
1	35	17.2
2	61	30.0
Valid 3	27	13.3
4	13	6.4
5	4	2.0
6	4	2.0
Total	203	100.0

### 4.1.3 Marital Status

Respondents in the study were asked to provide information about their marital status that was categorized into Divorced, Engaged, Married and Never Married. Majority of the respondents (174, 85.7%) were married and twenty-seven respondents (11.3%) were un-married. However, 2 respondents (1%) were divorced and four respondents (2.0%) revealed themselves as engaged. Categorization of the respondents regarding their marital status is tabulated as follows:

Table 4.3: Marital Status

	Frequency	Percent
Divorced	2	1
Engaged	4	2.0
Married	174	85.7
Valid Never	23	11.3
Married		
Total	203	100.0

#### 4.1.4 Employment Status

Respondents in the study were also requested to indicate their employment status i.e. Permanent or Temporary. Most of the respondents (140, 69%) were permanently employed, whereas sixty-three respondents (31%) were employed temporarily. No of respondents based on their employment status are shown in the table 4.4.

Table 4.4: Employment Status

		Frequency	Percent
	Permanent	140	69.0
Valid	Temporary	63	31.0
	Total	203	100.0

#### 4.1.5 Experience

Respondents in the study were inquired to give information about their teaching experience in number of years. Most of respondents were having 2 to 4 years of experience. For instance, 50 (24.60%) respondents were holding two years of experience, 48 (23.6%) respondents with three years. Similarly, 39 (19.2%) respondents were teaching for the last four years. However, out of the total, only 11 (5.4%) respondents were having experience less than one year. No of respondents with the number of courses taught is represented in the table below.



Table 4.5: Experience

		Frequency	Percent
Valid	Less than 1	11	5.4
	1	9	4.4
	2	50	24.6
	3	48	23.6
	4	39	19.2
	5	20	9.9
	6	16	7.9
	7	4	2.0
	8	2	1.0
	9	4	2.0
	Total	203	100.0

#### 4.1.6 No. of Courses Taught

Respondents in the study were further requested to indicate the number of subjects they were teaching in the university. Majority of the respondents (176, 86.7%) were teaching three subjects experience. Other 21 (10.3%) respondents were teaching two subjects. Only 3 (1.5%) respondents were not teaching any number of subjects. No of respondents with their experience and respective percentage is presented in the table 4.6.

Table 4.6: No. of Courses Taught

		Frequency	Percent
Valid	0	3	1.5
	2	21	10.3
	3	176	86.7
	4	2	1.0
	Asst teachers	1	0.5
	Total	203	100.0

#### 4.1.7 Hours Work

Respondents in the study were requested to provide information regarding average hours they used to work in a week. The response was categorized into less than 20 hours, 21-40 hours, 41-56 hours and more than 56 hours. Interestingly, as indicated in the table 4.7, all of the respondents fell into the category of 21 -40hrs per week.

Table 4.7: Hours Work

		Frequency	Percent
Valid	21-40hrs	203	100.0

#### 4.1.8 Unpaid Hours Worked on Each Week

Respondents in the study were asked to provide information about the unpaid hours they worked per week. Most of respondents had 2 to 5 unpaid hours of work per week. For instance, 62 (30.5%) respondents had four unpaid working hours per week, 47 (23.2%) had five hours. Similarly, 37 (18.2%) respondents had three unpaid working hours in a week and 32 (15.8%) had two hours. No of respondents with their unpaid working hours per week and respective percentage is shown in the table 4.8

Table 4.8: Unpaid Hours Worked in Each week

		Frequency	Percent
	0	4	2.0
	1	11	5.4
	2	32	15.8
Valid	3	37	18.2
	4	62	30.5
	5	47	23.2
	6	10	4.9
	Total	203	100.0

## 4.2 Descriptive Statistics (Mean & Standard Deviation)

### 4.2.1 Job Stressors

The factor of job stressor was incorporated in the study to measure the perception of the respondents regarding Role Ambiguity and Role conflict in their job or work assignments. The dimension of role ambiguity provides an understanding regarding the extent to which the respondents are uncertain about their job related goals, objectives, planning, responsibilities and expectations. On the other hand, the dimension of role conflict provides an understanding regarding level of conflict about job related resources and policies. In order to expand this thoughtfulness, Descriptive statistics is conducted to analyze the factor to assess the overall perception among the respondents related to role ambiguity and conflict they confront at work.

Descriptive statistics table for job stressor reveals that the respondents might be slightly ambiguous about their job role. However, they do not face any role conflict regarding their job. Descriptive statistics results are represented in the table 4.9

Table 4.9: Descriptive Statistics for Job Stressors

	N	Minimum	Maximum	Mean	Std. Deviation
RA1	203	1.00	5.00	2.0296	0.77018
RA2	203	1.00	5.00	2.0591	0.74226
RA3	203	1.00	5.00	2.1034	0.79860
RA4	203	1.00	5.00	2.0985	0.74472
RA5	203	1.00	5.00	2.1330	0.75586
RA6	203	1.00	5.00	2.0739	0.75088
RC1	203	1.00	5.00	1.62	0.861
RC2	203	1.00	5.00	1.42	0.866
RC3	203	1.00	5.00	1.45	0.833
RC4	203	1.00	5.00	1.95	0.860
RC5	203	1.00	5.00	1.71	0.895
RC6	203	1.00	5.00	1.80	0.901
RC7	203	1.00	5.00	1.94	0.868
RC8	203	1.00	5.00	1.71	0.782

### 4.2.2 Job Involvement

The factor of job involvement was included in the study to measure the perception of the respondents about their involvement in their job or work assignments. Job Involvement provides an understanding regarding the extent to which the respondents consider their job as important and interesting and the degree to which they are engaged with their job roles. In this regard, Descriptive analysis has been conducted to evaluate overall perception among the respondents related to their involvement in job.

Descriptive statistics table for job involvement indicates that the respondents are highly involved in their jobs by considering it important and interesting. Descriptive statistics results are represented in the table 4.1

Table 4.10: Descriptive Statistics for Job Involvement

	N	Minimum	Maximum	Mean	Std. Deviation
J11	203	1.00	5.00	4.1675	1.16955
J12	203	1.00	5.00	4.0739	1.23058
J13	203	1.00	5.00	4.3054	1.13247
J14	203	1.00	5.00	4.3300	1.10554

### 4.2.3 Family Involvement

In the current study, the factor of Family Involvement measured the respondents' perception about their involvement in their family. This factor provides an understanding about the extent to which each respondent is concerned about her family both as spouse and mother. In this regard, Descriptive analysis has been conducted to evaluate overall perception among the respondents related to their involvement in family.

Descriptive statistics table for Family Involvement indicates that the respondents are highly involved in their families by showing concern about their role as spouse and mother. Descriptive statistics results are represented in the table as follows.

Table 4.11 :Descriptive Statistics for Family Involvement

	N	Minimum	Maximum	Mean	Std. Deviation
FI1	203	1	5	4.59	0.865
FI2	203	1	5	4.57	0.890
FI3	203	1	5	4.64	0.793
FI4	203	1	5	4.55	0.874
FI5	203	1	5	4.53	0.869
FI6	203	1	5	4.62	0.821
FI7	203	1	5	4.56	0.796
FI8	203	1	5	4.68	0.668

#### 4.2.4 Family Stressors

The factor of family stressor was incorporated in this study to measure the perception of parental and marital stress. This factor provides an understanding of the extent to which the respondents feel parental and marital stress such as problems and responsibilities related to children, lack of support from husband and increased workload both as mother and spouse. Descriptive analysis conducted to assess overall perception among the respondents related to these stressors.

Descriptive statistics table for family stressors shows that at on average, the respondents are not feeling any type of parental and marital stress. Descriptive statistics results are represented in the table 4.12

Table4.12: Descriptive Statistics for Family Stressor

	N	Minimum	Maximum	Mean	Std. Deviation
FS1	203	1.00	5.00	2.2956	1.38283
FS2	203	1.00	5.00	2.3300	1.40171
FS3	203	1.00	5.00	2.0049	1.25271
FS4	203	1.00	5.00	2.2266	1.27345
FS5	203	1.00	5.00	2.2365	1.31753
FS6	203	1.00	5.00	2.0542	1.29814
FS7	203	1.00	5.00	2.3990	1.05933

#### 4.2.5 Family Work Conflict

The factor of Family Work Conflict measured the perception of family interferences in work life. This factor provides an understanding of the degree to which the respondents perceive various family related interferences such as time-based, strain-based and behavior-based interferences. Descriptive analysis has been undertaken to evaluate overall perception of these interferences among the respondents.

Descriptive statistics table for Work Family Conflict shows that respondents have no perception of family interferences in their work lives. Descriptive statistics results are represented in the table 4.13

Table 4.13: Descriptive Statistics for Work Family Conflict

	N	Minimum	Maximum	Mean	Std. Deviation
WF1	203	1.00	5.00	1.49	1.012
WF2	203	1.00	5.00	2.10	1.471
WF3	203	1.00	5.00	1.39	0.950
WF4	203	1.00	5.00	1.37	0.943
WF5	203	1.00	5.00	1.43	0.922
WF6	203	1.00	5.00	1.32	0.820
WF7	203	1.00	5.00	1.93	1.108
WF8	203	1.00	5.00	1.93	1.143
WF9	203	1.00	5.00	1.98	1.123

#### 4.2.6 Work-Family Conflict

The factor of Work Family Conflict, on the other hand, has been involved in the study to measure the perception of work interferences in family life. This factor provides an understanding of the extent to which the respondents perceive various work related interferences such as time-based, strain-based and behavior-based interferences. Descriptive analysis has been undertaken to evaluate overall perception of these interferences among the respondents.

Descriptive statistics table for Work Family Conflict shows that respondents have no feeling of work related interferences in their family lives. Descriptive statistics results are represented in the table 4.14

Table 4.14: Descriptive Statistics for Family Work Conflict

	N	Minimum	Maximum	Mean	Std. Deviation
FW1	203	1.00	5.00	1.94	1.133
FW2	203	1.00	5.00	2.04	1.187
FW3	203	1.00	5.00	1.89	1.191
FW4	203	1.00	5.00	1.67	0.983
FW5	203	1.00	5.00	1.73	1.057
FW6	203	1.00	5.00	1.75	0.999
FW7	203	1.00	5.00	1.70	1.044
FW8	203	1.00	5.00	1.65	1.030
FW9	203	1.00	5.00	1.8030	1.21891

#### 4.2.7 Job Distress

The factor of job distress was used in the study to measure the perception of sufferings the respondents feel during their job. This factor provides an understanding of the extent to which the respondents perceive sufferings while performing their job such as work related demands, pressures and limitations. Descriptive analysis has been undertaken to evaluate overall perception of these sufferings among the respondents.

Descriptive statistics table for job distress indicates that on average respondents had no feelings of their job related sufferings. Descriptive statistics results are represented in the table 4.15

Table 4.15: Descriptive Statistics for Job Distress

	N	Minimum	Maximum	Mean	Std. Deviation
JD1	203	1.00	5.00	2.4335	1.14289
JD2	203	1.00	5.00	2.3744	1.09352
JD3	203	1.00	5.00	2.4532	1.17378
JD4	203	1.00	5.00	2.4729	1.11826
JD5	203	1.00	5.00	2.6010	1.12285
JD6	203	1.00	5.00	2.5616	1.14749
JD7	203	1.00	5.00	2.3645	1.33317
JD8	203	1.00	5.00	2.1921	1.23382

#### 4.2.8 Family Distress

The factor of family distress was incorporated to assess the perception of family related sufferings of the respondents. This factor provides an understanding of the extent to which the respondents perceive sufferings related to their family life such as pressures, disturbance, strains, frustrations and the like. Descriptive analysis has been undertaken to evaluate overall perception of these sufferings among the respondents.

Descriptive statistics table for family distress reveals that respondents seldom face family related distress. Descriptive statistics results are represented in the table 4.16

Table 4.16: Descriptive Statistics for Family Distress

	N	Minimum	Maximum	Mean	Std. Deviation
FD1	203	1.00	5.00	1.89	1.376
FD2	203	1.00	5.00	2.06	1.213
FD3	203	1.00	5.00	1.83	1.348
FD4	203	1.00	5.00	2.4680	1.12695
FD5	203	1.00	5.00	2.3645	0.96735
FD6	203	1.00	5.00	2.3596	0.97683
FD7	203	1.00	5.00	2.2709	1.00024
FD8	203	1.00	5.00	2.4236	1.11152
FD9	203	1.00	5.00	2.3399	0.96868
FD10	203	1.00	5.00	2.3399	0.96868



### 4.2.9 Depression

In present study, the factor of depression was used to measure the perception of the respondents about their mental health and wellbeing. This factor gives an understanding of the respondents' perception regarding the level of their hope, fear, happiness, appetite, loneliness and the like. Descriptive analysis has been undertaken to evaluate overall perception of depression among the respondents.

Descriptive statistics table shows that, on average, respondents do not perceive themselves in a state of depression. However, sometimes they feel a sense of failure and are fearful, yet they are quite hopeful about their future. Descriptive statistics results are represented in the table 4.17

Table 4.17: Descriptive Statistics for Depression

	N	Minimum	Maximum	Mean	Std. Deviation
D1	203	1.00	5.00	2.47	0.951
D2	203	1.00	5.00	2.42	1.061
D3	203	1.00	5.00	2.48	1.059
D4	203	1.00	5.00	2.45	0.996
D5	203	1.00	5.00	2.44	1.005
D6	203	1.00	5.00	2.37	1.003
D7	203	1.00	5.00	2.93	0.847
D8	203	1.00	5.00	2.82	0.900
D9	203	1.00	5.00	2.73	1.143
D10	203	1.00	5.00	2.10	1.219
D11	203	1.00	5.00	1.80	1.104
D12	203	1.00	5.00	2.2759	1.00136
D13	203	1.00	5.00	2.1281	0.85790

#### 4.2.10 Internal Service Quality

The factor of Internal Service Quality measures and provides an understanding of the respondents' perception regarding the dimensions of employees' Internal Service Quality such as reliability, assurance, empathy, responsiveness and tangibility. Descriptive analysis has been undertaken to evaluate overall perception of Internal Service Quality among the respondents.

Descriptive statistics table reflects that there is a modest belief among the respondents regarding their employees' Internal Service Quality in terms of reliability, assurance, empathy, responsiveness and tangibility. Descriptive statistics results are represented in the table 4.18

Table 4.18: Descriptive Statistics for each dimension of Internal Service Quality

	N	Minimum	Maximum	Mean	Std. Deviation
REL1	203	1.00	5.00	3.7635	1.04514
REL2	203	1.00	5.00	3.6897	1.16349
REL3	203	1.00	5.00	3.6650	1.05592
REL4	203	1.00	5.00	3.6256	1.06135
REL5	203	1.00	5.00	3.6010	1.05933
ASS1	203	1.00	5.00	3.7882	1.08521
ASS2	203	1.00	5.00	3.9951	0.95180
ASS3	203	1.00	5.00	3.6847	1.07128
ASS4	203	1.00	5.00	3.5862	1.30733
RES1	203	1.00	5.00	3.4483	1.25904
RES2	203	1.00	5.00	3.3153	1.23846
RES3	203	1.00	5.00	3.4236	1.26953
RES4	203	1.00	5.00	3.2956	1.25522
EMP1	203	1.00	5.00	3.9113	1.03981
EMP2	203	1.00	5.00	3.9015	0.99012
EMP3	203	1.00	5.00	3.7488	1.03452
EMP4	203	1.00	5.00	3.6798	1.11734
EMP5	203	1.00	5.00	3.7833	1.07276
TAN1	203	1.00	5.00	3.5468	1.12643
TAN2	203	1.00	5.00	3.3892	1.24331
TAN3	203	1.00	5.00	3.2956	1.26308
TAN4	203	1.00	5.00	3.3596	1.25222

### 4.3 Tests Statistics

The model developed in this study examines the relationship between different factors in the proposed study; the factors include Job stressors, job involvement, Family Involvement, family stressor, Work Family Conflict, Family Work Conflict, job distress, depression, family distress, Internal Service Quality. The model is shown in the following Figure 4.1

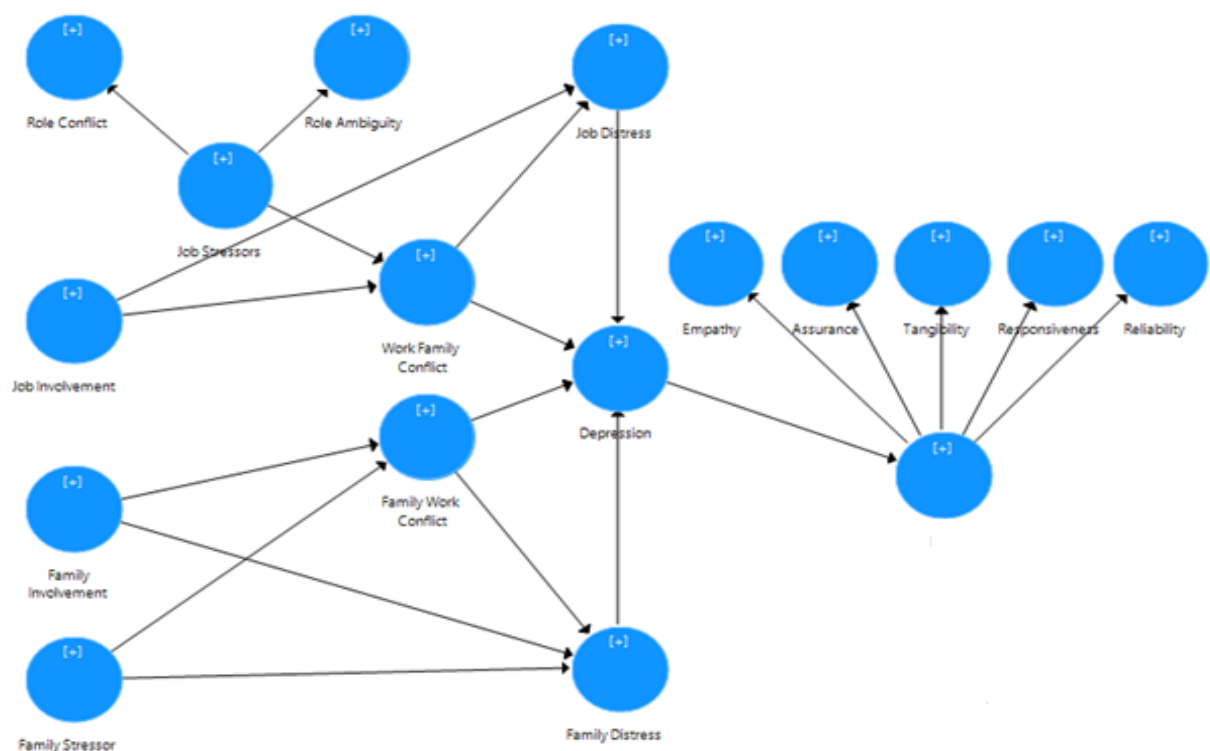


Figure 4.1 Conceptual Model

The initial model was calculated, the PLS-Algorithm analysis revealed that all factors except for assurance (Sub-Dimension of Internal Service Quality,  $\alpha = 0.602$ ) have good Cronbach's Alpha statistics. As for as Composite Reliability (CR) is concerned all items revealed good to excellent composite reliability. For AVE, assurance (0.475),

Family Distress (0.427) and Family Stressor (0.493) had AVE statistics less than the required threshold of 0.50. Initial loadings are shown in Appendix A.

Analyzing factor loadings for each of the constructs in the study revealed that a number of items showed loadings less than 0.50. However, not all the items were removed. Items were removed stepwise and the reliability and validity was evaluated. Once, reliability and validity was attained no more items were removed. One item ASS4 (Loading: 0.33) from assurance, Three items from Family Distress FD1 (Loading: 0.23), FD2 (Loading: 0.26), FD3 (Loading: 0.28), One item FW9 (Loading: 0.31) from Family Work Conflict, One item JD7 (Loading: 0.38) from Job Distress was removed due to significantly low loadings and to improve validity. Some of the items which showed low loading, but were close to or over 0.50 were retained for further analysis. The factor loadings for each of the construct in the modified model are presented in the Appendix B.

Table 4.19: Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (Initial Model)

	Cronbach's Alpha	Composite Reliability	AVE
Assurance	0.602	0.769	0.475
Depression	0.93	0.94	0.554
Empathy	0.90	0.926	0.716
Family Distress	0.825	0.867	0.427
Family Involvement	0.945	0.954	0.724
Family Stressor	0.872	0.872	0.493
Family Work Conflict	0.888	0.913	0.552
Job Distress	0.863	0.898	0.537
Job Involvement	0.875	0.915	0.729
Reliability	0.891	0.921	0.70
Responsiveness	0.863	0.907	0.709
Role Ambiguity	0.892	0.916	0.647
Role Conflict	0.931	0.943	0.675
Tangibility	0.843	0.895	0.683
Work Family Conflict	0.91	0.926	0.59

#### 4.3.1 Reliability Analysis

Once the items with significantly low loadings were removed, the constructs in the revised model were assessed for reliability. The objective of reliability analysis is to ascertain the internal consistency for each of the variables in the present study. Reliability refers to the degree to which the measurement scale is consistent and stable (Mark, 1996). Repeatability is the essence of the concept of reliability. This refers to the assertion that a scale/questionnaire will yield the same results if it is administered over and over again. Two different techniques are utilized to ascertain the reliability of the construct used in the present study. These methods are referred to as Cronbach Alpha and

CR. Although, traditionally Cronbach's alpha reliability analysis has been widely utilized to establish the internal consistency. However, recently according to Cronbach and Shavelson (2004) stressed that Cronbach's Alpha statistic may not be sufficient to establish construct reliability. Hence, it is suggested that it should be used in conjunction with Composite reliability. The table 4.20 provides the statistics for Cronbach's Alpha and Composite Reliability. The Cronbach's Alpha value for the constructs in the current study ranged between 0.681 and 0.931 while CR values ranged between 0.826 and 0.954. Results indicate that although the Cronbach's alpha is slightly lower for assurance (A sub-dimension for Internal Service Quality), however, the composite reliability for all the constructs in the present study is well above 0.70 that indicates good reliability. Cronbach's Alpha and CR values for each of the construct in the present study are summarized in the table 4.20.

Table 4.20: Reliability Analysis of the Constructs (Final Model)

	Cronbach's Alpha	Composite Reliability
Assurance	0.681	0.826
Depression	0.93	0.94
Empathy	0.9	0.926
Family Distress	0.899	0.921
Family Involvement	0.945	0.954
Family Stressor	0.872	0.862
Family Work Conflict	0.911	0.928
Job Distress	0.881	0.911
Job Involvement	0.875	0.915
Reliability	0.891	0.921
Responsiveness	0.863	0.907
Role Ambiguity	0.892	0.915
Role Conflict	0.931	0.943
Tangibility	0.843	0.895
Work Family Conflict	0.91	0.926

### 4.3.2 Construct Validity

In order to assess the validity of the instrument used in the present study, construct validity is ascertained. Construct validity broadly refers to the extent to which a measure/scale/construct measures the concept it is supposed to measure. This is established statistically through assessment of convergent and discriminant validity (Bagozzi, Yi, & Phillips, 1991).

#### ***4.3.2.1 Convergent Validity***

The first form of construct validity established in the present study is convergent validity. “Convergent validity is the degree to which multiple attempts to measure the same concept are in agreement. The idea is that two or more measures of the same thing should covary highly if they are valid measures of the concept” (Bagozzi et al., 1991, p. 425). When the concepts that should be related to each other are in fact found associated related to each other, this ensures the presence of convergent validity. However, the concept of convergent validity when tested through collection of data requires evaluation of AVE. Statistically when a construct shows an AVE statistic value of equal to or over 0.50, then convergent validity is established for the constructs in the study (Fornell & Larcker, 1981). The AVE statistic is calculated based on the factor loadings.

The required value of AVE ( $\geq 0.50$ ) to establish convergent validity shows that on average half or more than half of the variance of its indicators is explained by the unobserved/latent construct or alternatively it could be noted that when half or more variance is explained by the items for the latent constructs, measurement errors account for relatively smaller change or variance in the indicators than the latent variables (Reverte, Gómez-Melero, & Cegarra-Navarro, 2016). In the present study the AVE statistic for all the constructs was over the threshold of 0.50. This shows that convergent validity was established. The AVE statistic for each of the constructs in the present study is present in the table 4.21.



Table 4.21: Convergent Validity (AVE)

Constructs	AVE
Assurance	0.613
Depression	0.552
Empathy	0.716
Family Distress	0.626
Family Involvement	0.724
Family Stressor	0.472
Family Work Conflict	0.621
Job Distress	0.603
Job Involvement	0.729
Reliability	0.70
Responsiveness	0.709
Role Ambiguity	0.646
Role Conflict	0.675
Tangibility	0.683
Work Family Conflict	0.590

#### ***4.3.2.2 Discriminant Validity***

While convergent validity establishes that items that measure the same construct converge together, whereas Discriminant validity is linked to distinctiveness of the constructs assesses. Discriminant validity refers to the degree to which different constructs are not strongly related to each other. This means that a higher value of correlation between two construct would mean that the conceptual boundaries between the construct are blurred in the proposed study. “Discriminant validity is the degree to

which measures of different concepts are distinct. The notion is that if two or more concepts are unique, then valid measures of each should not correlate too highly” (Bagozzi et al., 1991, p. 425). To assess discriminant validity, the present study utilizes the following three methods

1. Fornell-Larcker Criterion
2. Cross Loadings Analysis
3. Heterotrait-Monotrait Ratio (HTMT)

#### ***4.3.2.2.1 Fornell-Larcker Criterion***

In order to ascertain the discriminant validity, the present study utilizes the criterion defined by Fornell and Larcker (1981). According to the criterion defined by Fornell and Larcker (1981), discriminant validity is assessed when square root of AVE for the construct in the study is greater than inter-construct correlation of the construct with other constructs in the study. Discriminant validity based on the Fornell-Larcker criterion shows that the square root of AVE for each construct is higher than inter-construct correlation of the construct with other construct. This ensures establishment of discriminant validity. This means that the variables in the study are different from the other constructs in the study and do not share a high correlation. Establishment of discriminant validity shows that each construct measures a different concept. In the table 4.22 compares AVE square roots and inter-construct correlations.

Table 4.22: Fornell and Larcker (1981) Criterion

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
ASS(1)	.78														
D(2)	-.35	.74													
EMP(3)	.38	-.56	.85												
FD(4)	-.45	.52	-.44	.79											
FI(5)	.08	-.28	.32	-.18	.85										
FS(6)	-.41	.36	-.49	.37	-.19	.69									
FW(7)	-.17	.33	-.35	.13	-.64	.19	.79								
JD(8)	-.46	.47	-.56	.56	-.19	.59	.22	.78							
JI(9)	.40	-.37	.40	-.30	.20	-.53	-.19	-.46	.85						
REL(10)	.47	-.41	.51	-.45	.21	-.68	-.23	-.69	.43	.84					
RES(11)	.35	-.29	.34	-.38	.11	-.40	-.17	-.52	.26	.53	.84				
RA(12)	-.08	-.10	.09	.14	-.06	.00	.06	-.03	.07	-.12	-.08	.80			
RC(13)	-.22	.31	-.39	.19	-.43	.15	.43	.25	-.15	-.28	-.16	.07	.82		
TAN(14)	.43	-.29	.40	-.47	.16	-.40	-.10	-.58	.27	.52	.52	-.09	-.21	.83	
WF(15)	-.14	.37	-.36	.08	-.57	.15	.68	.19	-.21	-.23	-.17	.03	.59	-.12	.77

ASS (1): Assurance, D (2): Depression, EMP (3): Empathy, FD (4): Family Distress, FI (5): Family Involvement, FS (6): Family Stressor, FW (7): Family Work Conflict, JD (8): Job Distress, JI (9): Job Involvement, REL (10): Reliability, Res (11): Responsiveness, RA (12): Role Ambiguity, RC (13): Role Conflict, TAN (14): Tangibility, WF (15): Work Family Conflict.

#### **4.3.2.2.2 Cross Loadings**

The second method used in the current study to ascertain discriminant validity is cross loadings. In simple terms the concept of cross loadings assesses whether an item in the study loads considerably higher on a factor in comparison to the factor to which it originally belongs. The cross loadings report the correlation of a particular factor with the latent construct. Discriminant validity is established when loadings of all items in a particular construct are greater than the loadings of the items on any other construct (McLure, Wasko, & Faraj, 2005). Discriminant validity is established when the diagonal loadings are significantly greater than the off-diagonal loadings in the corresponding rows and columns (Hulland, 1999). In the present study, the results for cross loadings indicate that items in a particular construct show higher loadings onto their respective factor/construct in comparison to loadings on any other construct in the study. The table that summarizes the cross loadings for all the items is given in Appendix C.

#### **4.3.2.2.3 Heterotrait-Monotrait Ratio (HTMT)**

The third method utilized in the present study to assess the discriminant validity is Heterotrait-Monotrait Ratio (HTMT). It is a new standard for assessment of discriminant validity in variance-based Structural Equation Modeling. It has a straightforward interpretation. HTMT is based on the estimate of correlation between the different constructs in the study. The HTMT ratio is compared to a predefined threshold to assess whether discriminant validity is established or not. A higher value of the obtained HTMT than the required threshold establishes discriminant validity (Henseler, Ringle, & Sarstedt, 2015). Although, the exact threshold value for HTMT is debatable. Kline (2011) has suggested a threshold value of 0.85 while Teo, Srivastava, and Jiang (2008) have quoted a more liberal value of 0.90. The table 4.23 shows that the correlation estimates

for different construct in the study do not exceed the required threshold values. Hence, discriminant validity is established.

Table 4.23: Heterotrait-Monotrait Ratio (HTMT)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
ASS(1)															
D(3)	.41	.79													
EMP(4)	.48	.72	.58												
FD(5)	.56	.51	.51	.48											
FI(6)	.12	.38	.29	.35	.20										
FS(7)	.38	.37	.24	.39	.27	.12									
FW(8)	.20	.40	.35	.38	.15	.69	.13								
JD(9)	.59	.68	.49	.62	.62	.21	.51	.25							
JI(10)	.52	.48	.39	.44	.34	.22	.55	.21	.53						
REL(11)	.60	.62	.42	.56	.50	.23	.46	.25	.77	.48					
RES(12)	.46	.42	.30	.38	.43	.12	.30	.19	.59	.30	.60				
RA(13)	.11	.09	.13	.14	.16	.11	.15	.08	.10	.10	.15	.11			
RC(14)	.28	.41	.33	.42	.21	.46	.13	.46	.29	.17	.31	.18	.10		
TAN(15)	.56	.40	.29	.45	.54	.18	.28	.13	.67	.31	.59	.60	.13	.24	
WF(16)	.18	.47	.41	.39	.09	.61	.17	.79	.22	.24	.25	.18	.06	.62	.16

#### 4.4 Structural Equation Model

Once the reliability, convergent, and discriminant validity is assessed that ascertains the suitability of the data for testing the hypotheses. The hypothesized relationships between different variables are assessed through the proposed structural model. The purpose of the structural model is to provide information related to how well the proposed theoretical model predicts the hypothesized paths. A number of statistics are presented. However, in the context of perception based studies, the coefficient of determination ( $R^2$ ), affect size ( $F^2$ ) and the predictive relevance measure ( $Q^2$ ) were

obtained and presented in order to assess the proposed structural model in the present study.

The model fit was assessed using standardized root mean square residual. The value of standardized root mean square residual was 0.06; this is within the required value of 0.10 (Hair et al., 2016). Hence, good fit was attained. The models show a  $R^2$  value of 0.405 for Depression. This shows that 40.5% change in depression can be accounted to family distress, Family Work Conflict, job distress, and Work Family Conflict. A change of 15.4% in family distress can be accounted to Family Involvement, family stressor, and Family Work Conflict. 42% change in Family Work Conflict can be accounted to Family Involvement and family stressor. A change of 27.5% in Internal Service Quality can be attributed to depression. 24.6% change in job distress can be accounted to job involvement, Job Stressors, and Work Family Conflict. While a change of 35.6% in Work Family Conflict can be explained by Job Involvement and Job Stressors. The table 4.24 and figure 4.3 representing the model with  $R^2$  values for the constructs in the study is shown below.

Table4.24: R-Square Statistics

Independent Variable(s)	Criterion Variable	R Square	R Square Adjusted
Family Distress, Family Work Conflict, Job Distress, and Work Family Conflict	Depression	0.405	0.393
Family Involvement, Family Stressor, and Family Work Conflict	Family Distress	0.154	0.141
Family Involvement and Family Stressor	Family Work Conflict	0.42	0.414
Depression	Internal Service Quality	0.275	0.272
Job Involvement, Job Stressors, and Work Family Conflict	Job Distress	0.246	0.235
Job Involvement and Job Stressors	Work Family Conflict	0.356	0.349

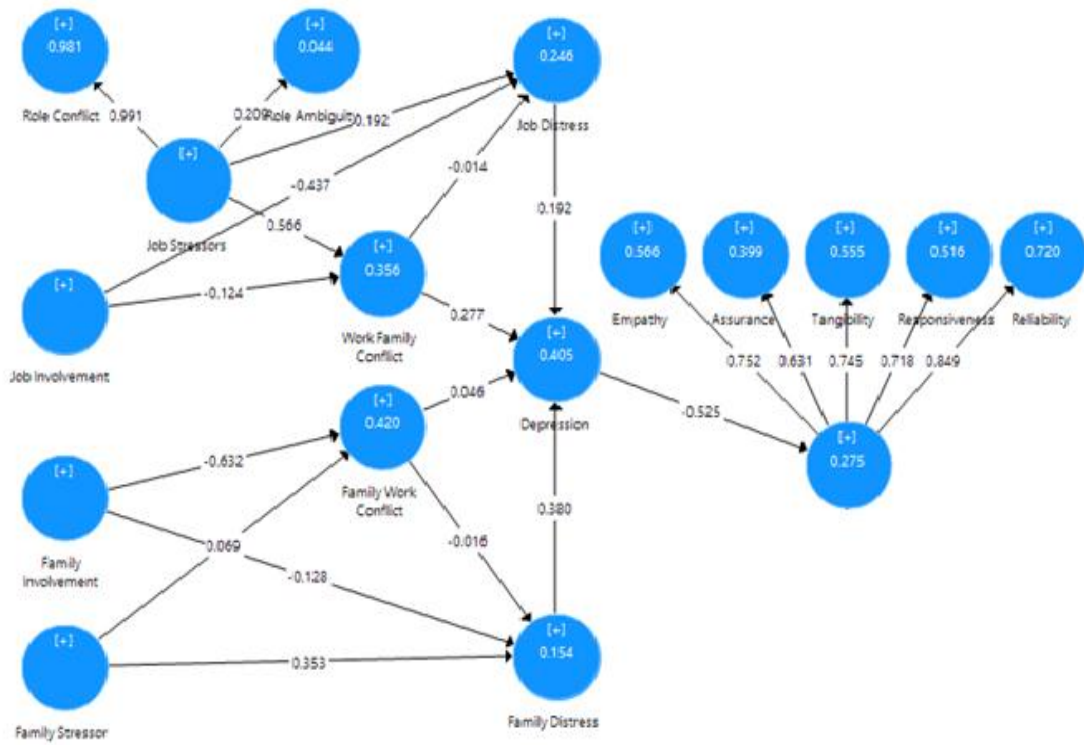


Figure 4.2: R<sup>2</sup> statistics of Variables

In addition to the evaluation of R<sup>2</sup> value, the measure of f<sup>2</sup> effect size can also be assessed. According to Hair Jr, Hult, Ringle, and Sarstedt (2013) f<sup>2</sup> effect size statistic shows if removal of a predictor variable from a model can have a significant influence on the criterion variable.

The results shows removal of depression as criterion has a significant impact on the Internal Service Quality. The effect size and their significance values are shown in the table 4.25. Removal of family distress can have a significant impact on depression; while the removal Family Work Conflict, job distress, and Work Family Conflict does not significantly affect depression. Removal of family stressor can have a significant impact on family distress while removal of Family Involvement and Family Work Conflict does not significantly influence family distress. Removal of Job Involvement can have a significant impact on job distress while removal of Job Stressors and Work Family

Conflict does not significantly influence job distress. Removal of Family Involvement can have a significant impact on Family Work Conflict while removal of family stressor does not significantly influence Family Work Conflict. Removal of Job Stressors can have a significant impact on Work Family Conflict while removal of job involvement does not significantly influence Work Family Conflict.

Table 4.25: Effect Size for Independent Variables

Hypotheses	Hypothesized Relationships	Original Sample	STDEV	T Statistics	P Values
H1	Job Stressors ->Work Family Conflict	0.487	0.231	2.11	0.035* *
H2	Job Involvement ->Work Family Conflict	0.023	0.028	0.838	0.402
H3	Job Stressors -> Job Distress	0.032	0.022	1.491	0.137
H4	Job Involvement -> Job Distress	0.242	0.076	3.181	0.002* *
H5	Work Family Conflict -> Job Distress	0	0.009	0.019	0.985
H6	Work Family Conflict -> Depression	0.07	0.048	1.455	0.146
H7	Family Stressor -> Family Work Conflict	0.008	0.021	0.38	0.704
H8	Family Involvement -> Family Work Conflict	0.664	0.229	2.898	0.004* *
H9	Family Stressor -> Family Distress	0.141	0.059	2.388	0.017* *
H10	Family Involvement -> Family Distress	0.011	0.027	0.416	0.678
H11	Family Work Conflict -> Depression	0.002	0.013	0.145	0.885
H12	Family Work Conflict -> Family Distress	0	0.012	0.014	0.989
H13	Job Distress -> Depression	0.041	0.037	1.121	0.263
H14	Family Distress -> Depression	0.166	0.081	2.05	0.041
H15	Depression ->Internal Service Quality	0.38	0.119	3.208	0.001* *

Note: \*\* means 5% significance whereas \*\*\* shows 1% significance



As for depression, the  $Q^2$  statistic was 0.175. The statistic indicates that the independent variable have a medium effect in producing the  $Q^2$  for depression. This shows that depression has a small predictive relevance in the model. The  $Q^2$  statistic for family distress was 0.081. The statistic indicates that the independent variable have a small effect in producing the  $Q^2$  for family distress depression. This shows that family distress has a small predictive relevance in the model. The  $Q^2$  statistic for Family Work Conflict 0.233. The statistic indicates that the independent variables have a medium effect in producing the  $Q^2$  for Family Work Conflict. This shows that Family Work Conflict has a medium predictive relevance in the model. The  $Q^2$  statistic for Internal Service Quality was 0.093. The statistic indicates that the independent variable have a small effect in producing the  $Q^2$  for Internal Service Quality. This shows that Internal Service Quality has a small predictive relevance in the model. The  $Q^2$  statistic for job distress was 0.13. The statistic indicates that the independent variable have a small effect in producing the  $Q^2$  for job distress. This shows that job distress has a small predictive relevance in the model. The  $Q^2$  statistic for Work Family Conflict was 0.189. The statistic indicates that the independent variable have a medium effect in producing the  $Q^2$  for Work Family Conflict. This shows that Work Family Conflict has a medium predictive relevance in the model.

Table 4.26: Predictive Relevant Q Square

	$Q^2$
Depression	0.175
Family Distress	0.081
Family Work Conflict	0.233
Internal Service Quality	0.093
Job Distress	0.13
Work Family Conflict	0.189

#### 4.5 Hypotheses Testing

Further to the assessment of  $R^2$ ,  $f^2$ , and  $Q^2$  statistics, the proposed hypothesized links in the model are tested to substantiate the hypotheses.

**H<sub>1</sub>:** Job stressors enhances Work Family Conflict.

H1 assesses the significance of impact of Job Stressors on Work Family Conflict. The hypothesis seeks to ascertain that if a higher level of job stress would result in a higher Work Family Conflict. The results of hypothesis test revealed that Job Stressors have a significant impact on Work Family Conflict ( $B = 0.566$ ,  $t = 6.123$ ,  $p < 0.001$ ). This shows that a higher level of stress from the job increases the Work Family Conflict. Hence, the hypothesis H1 was substantiated.

**H<sub>2</sub>:** Job involvement decreases Work Family Conflict.

H2 assesses the significance of impact of job involvement on Work Family Conflict. The hypothesis seeks to ascertain that if a higher level of involvement in the job would result in a lower Work Family Conflict. The results of hypothesis test revealed that job involvement have an insignificant impact on Work Family Conflict ( $B = -0.124$ ,  $t = 1.853$ ,  $p = 0.065$ ). This shows that a higher level of job involvement does not decrease or change the perception of Work Family Conflict. Hence, the hypotheses, H2 was not substantiated.

**H<sub>3</sub>:** Job Stressors enhances job distress.

H3 assesses the significance of impact of Job Stressors on job distress. The hypothesis seeks to ascertain that if a higher level of job stress would result in a higher level of job distress. The results of hypothesis test revealed that Job Stressors have a significant impact on job distress ( $B = 0.192$ ,  $t = 2.756$ ,  $p = 0.006$ ). This shows that a higher level of job stress does increase the level of job distress. Hence, the hypothesis, H3 was substantiated.

**H4:** Job involvement decreases job distress.

H4 assesses the significance of impact of job involvement on job distress. The hypothesis seeks to ascertain that if a higher level of involvement in the job would result in a lower job distress. The results of hypothesis test revealed that job involvement have a significant impact on job distress ( $B = -0.437$ ,  $t = 7.704$ ,  $p < 0.001$ ). This shows that a higher level of job involvement decreases the level of job distress. Hence, the hypothesis, H4 was substantiated.

**H5:** Work Family Conflict enhances job distress.

H5 assesses the significance of impact of Work Family Conflict on job distress. The hypothesis seeks to ascertain that if a Work Family Conflict would lead to higher level of job distress. The results of hypothesis test revealed that Work Family Conflict has an insignificant impact on job distress ( $B = -0.014$ ,  $t = 0.165$ ,  $p = 0.869$ ). This shows that a higher level of Work Family Conflict does not lead to increased job distress in the present study. Hence, the hypothesis, H5 was not substantiated.

**H6:** Work Family Conflict enhances Depression

H6 assesses the significance of impact of Work Family Conflict on depression. The hypothesis seeks to ascertain that if a Work Family Conflict would lead to higher level of depression. The results of hypothesis test revealed that Work Family Conflict has a significant impact on depression ( $B = 0.277$ ,  $t = 2.886$ ,  $p = 0.004$ ). This shows that a higher level of Work Family Conflict leads to increased depression. Hence, the hypothesis, H6 was substantiated.

**H7:** Family stressors enhances Family Work Conflict.

H7 assesses the significance of impact of family stressors on Family Work Conflict. The hypothesis seeks to ascertain that if a higher level of family stressors would

result in a higher level of Family Work Conflict. The results of hypothesis test revealed that family stressors have an insignificant impact on Family Work Conflict ( $B = 0.069$ ,  $t = -0.992$ ,  $p = 0.322$ ). This shows that a higher level of family stressors does not impact the level of Family Work Conflict in the context of the present study. Hence, the hypothesis, H7 was not substantiated.

**H8:** Family involvement decreases Family Work Conflict.

H8 assesses the significance of impact of Family Involvement on Family Work Conflict. The hypothesis seeks to ascertain that if a higher level of involvement with the family would result in a lower Family Work Conflict. The results of hypothesis test revealed that Family Involvement have a significant impact on Family Work Conflict ( $B = -0.632$ ,  $t = 9.971$ ,  $p < 0.001$ ). This shows that a higher level of Family Involvement can help decrease the level of Family Work Conflict. Hence, the hypothesis, H8 was substantiated.

**H9:** Family stressors enhances family distress.

H9 assesses the significance of impact of family stressors on family distress. The hypothesis seeks to ascertain that if a higher level of family stressors would result in a higher level of family distress. The results of hypothesis test revealed that family stressors have a significant impact on family distress ( $B = 0.353$ ,  $t = 6.079$ ,  $p < 0.001$ ). This shows that a higher level of family stressors leads to a higher level of family distress in the context of the present study. Hence, the hypothesis, H9 was not substantiated.

**H10:** Family involvement decreases family distress.

H10 assesses the significance of impact of Family Involvement on family distress. The hypothesis seeks to ascertain that if a higher level of family stressors would result in a lower level of family distress. The results of hypothesis test revealed that Family Involvement have an insignificant impact on family distress ( $B = -0.128$ ,  $t = 1.039$ ,  $p =$

0.299). This shows that a higher level of Family Involvement does not impact/change level of family distress in the context of the present study. Hence, the hypothesis, H10 was not substantiated.

**H11:** Family Work Conflict enhances depression.

H11 assesses the significance of impact of Family Work Conflict on depression. The hypothesis seeks to ascertain that if a Family Work Conflict would lead to higher level of depression. The results of hypothesis test revealed that Family Work Conflict has an insignificant impact on depression ( $B = 0.046$ ,  $t = 0.521$ ,  $p = 0.602$ ). This shows that a higher level of Family Work Conflict does not lead to increased depression in the present study. Hence, the hypotheses, H11 was not substantiated.

**H12:** Family Work Conflict enhances family distress.

H12 assesses the significance of impact of Family Work Conflict on family distress. The hypothesis seeks to ascertain that if a Family Work Conflict would lead to higher level of family distress. The results of hypothesis test revealed that Family Work Conflict has an insignificant impact on family distress ( $B = -0.016$ ,  $t = 0.139$ ,  $p = 0.89$ ). This shows that a higher level of Family Work Conflict does not lead to increased family distress in the present study. Hence, the hypothesis, H12 was not substantiated.

**H13:** Job distress enhances depression.

H13 assesses the significance of impact of job distress on depression. The hypothesis seeks to ascertain that if a higher level of job distress would lead to higher depression. The results of hypothesis test revealed that job distress has significant impact on depression ( $B = 0.192$ ,  $t = 2.42$ ,  $p = 0.016$ ). This shows that a higher level of job distress leads to increased depression. Hence, the hypothesis, H13 was substantiated.

**H14:** Family distress enhances depression.

H14 assesses the significance of impact of family distress on depression. The hypothesis seeks to ascertain that if a higher level of family distress would lead to higher depression. The results of hypothesis test revealed that family distress has a significant impact on depression ( $B = 0.38$ ,  $t = 4.458$ ,  $p < 0.001$ ). This shows that a higher level of family distress leads to increased depression. Hence, the hypothesis, H14 was substantiated.

**H15:** Depression decreases Internal Service Quality.

H15 assesses the significance of impact of depression on Internal Service Quality. The hypothesis seeks to ascertain that if a higher level of depression would lead to lower level of Internal Service Quality. The results of hypothesis test revealed that depression has a significant impact on Internal Service Quality ( $B = -0.525$ ,  $t = 9.379$ ,  $p < 0.001$ ). This shows that a higher level of depression leads to poor Internal Service Quality in education sector. Hence, the hypothesis, H15 was substantiated.

Hence, the hypothesis, H16 was substantiated.

#### **4.6 Summary of the Research Results**

The results revealed different demographic characteristics of the females working in the universities, their marital status, number of children, designation, qualification, employment status, experience, no. of Courses taught, hours of Work and unpaid hours they work. This provide with demographic insight into the females that are engaged in the teaching profession.

This study contributes to the literature on the relationship of different job and family stressors on Work Family Conflict experienced by females in the academic sector of Pakistan. It provides empirical evidence to the theoretical model that links Internal Service Quality and Work Family Conflict (FWC). It establishes the link between Job stressors, family stressors, job involvement and Family Involvement on distress

experienced by the females working in the universities. Furthermore distress caused to the females because of the Work Family Conflict is linked to Internal Service Quality. Summary of hypotheses and their results are presented in the table 4.27 and Figure 4.3.

Table 4.27: Hypotheses Testing

The results are summarized are given as follows.

<b>Proposed Relationship</b>	<b>Original Sample</b>	<b>STDEV</b>	<b>T Statistics</b>	<b>P Values</b>
H1: Job Stressors ->Work Family Conflict	0.566	0.092	6.123	0.000***
H2: Job Involvement ->Work Family Conflict	-0.124	0.067	1.853	0.065
H3: Job Stressors -> Job Distress	0.192	0.07	2.756	0.006**
H4: Job Involvement -> Job Distress	-0.437	0.057	7.704	0.000***
H5: Work Family Conflict -> Job Distress	-0.014	0.088	0.165	0.869
H6: Work Family Conflict -> Depression	0.277	0.096	2.886	0.004**
H7: Family Stressor -> Family Work Conflict	0.069	0.069	0.992	0.322
H8: Family Involvement -> Family Work Conflict	-0.632	0.063	9.971	0.000***
H9: Family Stressor -> Family Distress	0.353	0.058	6.079	0.000***
H10: Family Involvement -> Family Distress	-0.128	0.123	1.039	0.299
H11: Family Work Conflict -> Depression	0.046	0.089	0.521	0.602
H12: Family Work Conflict ->	-0.016	0.113	0.139	0.89



Family Distress				
H13: Job Distress -> Depression	0.192	0.08	2.42	0.016**
H14: Family Distress -> Depression	0.38	0.085	4.458	0.000***
H15: Depression ->Internal Service Quality	-0.525	0.056	9.379	0.000***

*Note: \*\* means 5% significance whereas \*\*\* shows 1% significance*

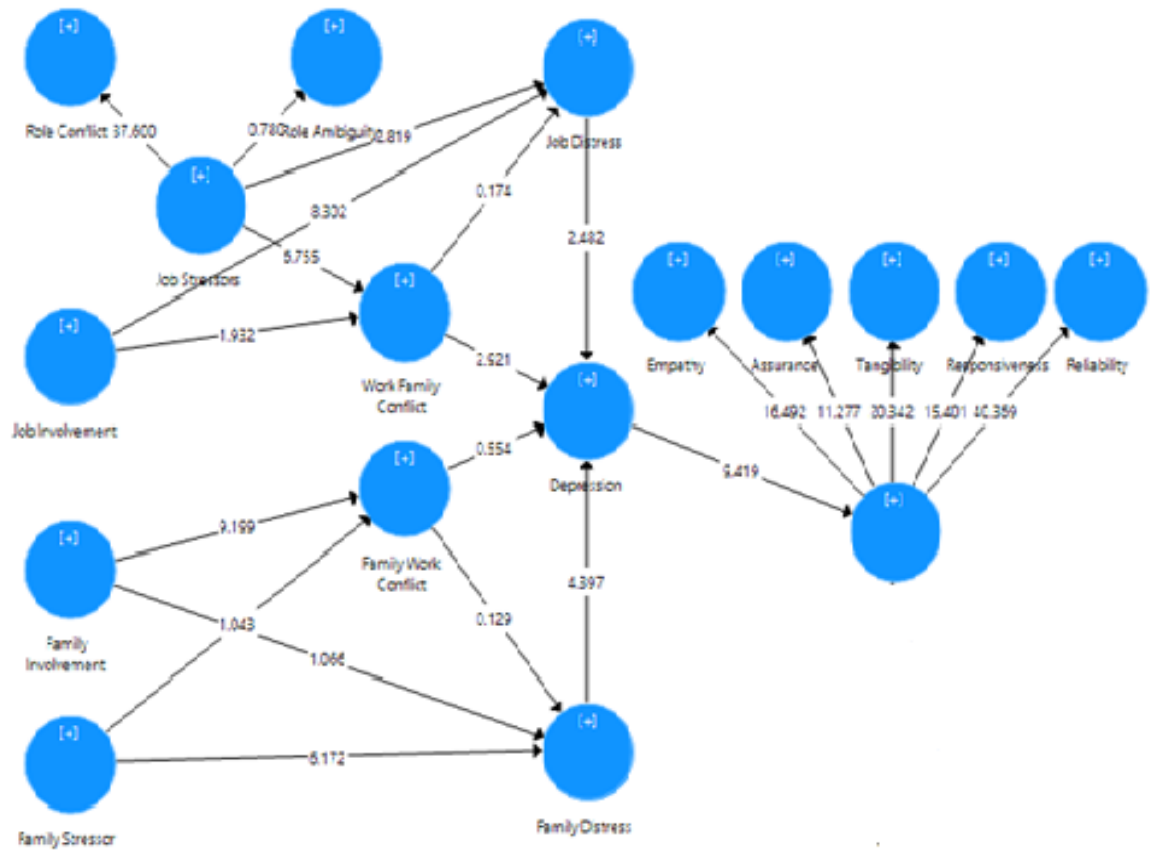


Figure 4.3: Model for Hypotheses Testing (T - Statistics)

## Chapter 5

### Discussion and Conclusion

#### 5.1 Contours of Work Family Conflict

This part introduces exact confirmation of WFC. This research achieves the research objectives set so far. It is of great significance to study what are the causes of WFC and what are its detrimental effect on female faculty (consequences).The reason behind this stance is that the female have to manage work and family and the stress they experience is much higher having effect on health of females (Iyer,2017; Memon & Alcasoas, 2018). They have extra burden on their shoulders. In understanding what are the causes of the imbalance in distribution of time and energy for managing work and family and what can happen if it is not managed properly helps in having a broader view of the picture.

In particular, this research analyzes whether women encounter any contention in playing out the double parts of homemaker and provider. It examines how women in the examination understand their encounters of performing double parts of homemaker and provider as dynamic people. The concentration is at the individual-level, i.e., female faculty of universities. It also examines the causes of WFC in terms of the Family stressors and Job Stressors. This research proceeds further and propose that the conflict between the work and family has unfavorable consequences that is depression which further effect the internal service quality of the female faculty.

The research findings draw upon the empirical evidence from data collected through questionnaires from women working in the universities. The discussion on the contours of WFC in this chapter sets the foundation to examine the causes and consequences WFC.

### 5.1.1 Profiles of the Participants

The profile of the females from whom data was collected showed that they were skilled and educated females of universities. Majority of the females were having higher educational degrees. The females that were part of the academia having experience in the field were married having kids to take care of which showed that they not only were taking care of the paid work as well as were doing unpaid work at home.

Married individuals and middle age individuals may have more family responsibilities than unmarried ones (e.g. caring for children and elderly), so we included marital status and age. It is possible that work-family conflict may accumulate the longer an individual works. Research has shown a significant difference in age category based on work-to-family conflict (Dartey-Baah, 2015). The probability of WFC is higher for the females of younger age because they are naïve in handling situations both at work and home (Folkma, Lazarus, Piriley & Novacek, 2007). Further highly educated employees experience less WFC as they are well equipped to handle work expectations by making their schedule flexible, and have reduced hours at work than those with lower education. Working hours also contributes to the WFC. The more hours worked the more the workforce is stressed out (Elom et al., 2019).

Teaching profession is considered as a stressful job and faculty has to deal with stressors at job (Nwosu, Okoyo & Onah, 2018). Therefore this research included causes of Work Family Conflict by looking into the stressors that affect the female faculty of the universities. Faculty working in the academic sector experience stress at their work place and the stressors have an influence on Work Family conflict which is supported by this study. These job related stressors results in decrease in quality (Reddy & Poornima, 2014). The factors of Job Stressors incorporated in the study measured the perception of

the respondents regarding Role Ambiguity and Role conflict in their job or work assignments. The faculty experienced Role Ambiguity but didn't report Role Conflict.

Married women experience many conflicts in carrying out their jobs because other roles that needs to be fulfilled. Lecturers with job characteristics that are not the same as other types of work, such as bank workers, factories, or employers, cannot provide valid generalizations about the problems of job demands, role conflicts, and role ambiguities that affect the WFC. Findings of this research is not in line with research conducted by (Nikmah, Indrianti & Pribadi, 2020) showing significant effect of Role conflict on WFC, rather than role ambiguity but the study was confined to COVID online class setting. Another study showed significant relationship of role conflict and role ambiguity with Work Family Conflict but it was in connection with the labor intensive work force (Rubel, Kee & Rimi, 2017).

Whereas family stressors showed that at an average, the respondents didn't not feel any type of parental and marital stress and had high level of family involvement. The higher the family involvement lesser the Family Work Conflict that is supported by this research.

Furthermore job involvement as described previously in the thesis is individual's involvement in the assigned task and the psychological involvement (Poggesi, Mari & Vita, 2019). When an individual is more involved in job may cause hurdles in family due to limited physical and psychological capabilities of individual. Whereas it may have inverse association with work. This research shows insignificant association between job involvement and Work Family Conflict. This can be true when female faculty has more support at work and at home to assist them. The findings are supported by study of head nurses having low Work Family Conflict when are more involved in job. This is because of social support that is given to them (Jianying et al., 2020). A study that was carried on

US Staff also showed job involvement was found to be negatively associated with WFC (Liu et al., 2019).

Overall, the current results provide support for the postulation that work–family conflict has a negative association with the job involvement of the Pakistani female faculty members. There are far too few empirical findings to conclude how the work family conflict and job involvement associate with one another among correctional staff, and there are insufficient findings to determine whether the associations of the types of work–family conflict with job involvement are universal or vary across different types of correctional institutions.

Faculties are supposed to be more involved in their work therefore having significant amount of stress as well. Job involvement is linked to stress at work (Wood & de Menezes, 2011). Research in Germany has confirmed that teachers who are highly involved in their work are more stressed out and faced more job stressors (Jones- Rincon, & Howard, 2019).

This study shows that job stressors experienced by the female faculty enhances job distress. It is supported by the stance that education is one of the most unpleasant occupations causing stress which is establish from study of 26 occupations. In Australian colleges, a public review on word related pressure uncovered that scholastic staff were commonly worse than general staff (Pandey, 2020). Findings of this study is supported by study on nurses establishing association of job stressors on job stress (Gökçen, 2019; Herlina, Kusdiana, Al-Dhubaibi, & Isa, 2020).Whereas when the faculty is involved in their work the less job distress they experience. This is supported by the study that Job Involvement has a connection with stress at work (Adekeye et al., 2017).

The study of Work Family Conflict pertaining to the female faculty didn't support the idea of its association of job distress but the connection with depression is established.

The female faculty didn't experience job distress because of the conflict between work and family but Work Family Conflict caused depression. The findings are in line with the study of Correctional officers (Jaegers, 2021). It is established in this study that the females who have job distress and family distress experience depression. These findings are supported by research carried on academicians that greater the job distress the more they experience depression (Mohamed et al., 2021). Research carried on Tanzanian and Sudanese health professionals also experienced depression because of distress at workplace (Abdullah & Hamid, 2020).

In this study it is also elaborated that family matters also results in family distress that caused depression. These findings are supported by study of Indonesian adolescents' experiencing depression because of family stress.

## **5.2 Consequences of Work Family Conflict**

Work Family Conflict is an issue that has some repercussions for the individual and organization. Its effect might vary across countries because of different cultures. Interest is taken by researchers, employees and employers in comprehension of the consequences of Work Family Conflict. Taking this in consideration female faculty were asked questions to ascertain the consequences of WFC. The consequences of WFC has negative effect on the female faculty psychological health. This findings are in line with consequences reported by other researches like burnout, job distress, mental and emotional disturbances and deterioration of health (Panatik, Badri, Rajab & Yusof, 2012; Akkas, Hossain & Rhaman, 2015).

In this research the respondents were asked regarding their experience of job distress, family distress and depression. These factors are used in the study to measure the perception of sufferings the respondents feel during their job. This factors provided an understanding of the extent to which the respondents perceive sufferings while

performing their job such as work related demands, pressures and limitations and sufferings related to their family life such as pressures, disturbance, strains, frustrations and the like. Whereas the factor of depression was used to measure mental health and wellbeing of the respondents. Research carried on 329 female married bankers showed that WFC and FWC and psychological distress are significantly related reporting strong association between work-family, and family work conflicts and depression.

This research results indicated that the female faculty didn't experience job distress and seldom experienced family related distress. To assess the depression that might be experienced by the respondents' they were asked about their level of their hope, fear, happiness, appetite, loneliness and the like. The respondents felt a sense of failure and were fearful, yet they were quite hopeful about their future.

Studies based on data from the US have proven a link between Work-Family Conflict and mental health in working parents and is also valid for the European working parents. With regard to consequences, work-family conflicts can deteriorate the ability to work and increase the likelihood of having an impaired family life. However, the most frequently mentioned consequence of work-family conflict is its health impact on mothers and fathers. Review of the studies have shown that the strain caused by work-family conflict leads to poorer health (Casper & Wayne 2013; Amstad et al, 2011). This can be reflected both in mental and in physical health (Grzywacz & Smith, 2016). This supports the findings of this research that Work Family Conflict have a significant effect on psychological wellbeing of the female faculty.

The results of this study indicated that Family Work Conflict didn't have significant effect on family distress and depression. The findings of research showed that work-family-conflict was more predominant with working mother than the Family Work Conflict (Ajala, 2017). Whereas these finding are not supported by the research (Zhang et



al, 2020) carried on the medical staff stating that continual depletion of energy eventually results in physiological and psychological costs, leading to negative long-term outcomes (e.g., mental health problems). Therefore, considering the role of women, flexible work arrangements and part-time jobs may play a vital role in reduction of the effect of family work conflict on anxiety symptom. Our results indicated that high levels of family work conflict are not associated with family distress or depression.

Furthermore when depression is experienced by an individual it effects the quality of service. Finding of this research also confirms that the depressed female faculty have an effect on their service quality. This is supported by the research (Namdari, Nasiri, Nakhaee & Taheri, 2019; Susi,Kumar, & Jothikumar, 2019; Eshak, 2019). It is also reported that psychological stress effect the service quality of nurses of Japan (Sugawara et al., 2017).

### **5.3 Reflection of Internal Service Quality**

Stress in the work environment is very challenging and demanding issue that has to be resolved. In private educational institution the level of stress is higher as the demands are versatile. Stress has therefore detrimental effect on the individual and their services (Botwe, Kenneth & Masih, 2017).Teachers are influenced by the imbalance between work and family causing stress. Majority of the females are part of academics struggling to manage responsibilities. It is reported that FIW is associated with stress and depression. It is reported that work-to-family and family-to-work conflict is related to negative consequences for the teachers (Wu & Chang, 2019).

Research has shown that stress has negative effect on the individual and then this stress effect the service quality of the employee (Ramli, 2019).Therefore there is always a need to improve the working environment to manage stress as it has effect on the service quality (Kim, 2019). Profession of teaching is associated with stress as the increasing

demand from the faculty to deliver is always high. Therefore they report high stress levels which further is linked to poor quality in terms of performance and their association with students (Braun, Roeser, Mashburn, & Skinner, 2019).

The factor of ISQ measured and provided an understanding of the respondents' perception regarding the dimensions of employees' ISQ such as reliability, assurance, empathy, responsiveness and tangibility. It was ascertained that the effect of depression on ISQ is substantiated. Descriptive statistics table reflects that there is a modest belief among the respondents regarding their employees' Internal Service Quality in terms of reliability, assurance, empathy, responsiveness and tangibility. Stress at the work place effect balancing work and family. Research on the service quality and stress was carried out on managers of Makassar using convenience sampling supporting that stress has a negative influence on the service quality (Tenreng, 2017).

#### **5.4 Coping Strategies**

When the word coping comes it is associated with dealing with stressful situation by changing behavior and cognition. Different individuals feel threatens by different situations and have different coping strategies to handle that stress. The varied strategies that a person has depends on the resources that is acquired by an individual, way of thinking, social bonding, and support from family. If an undesirable situation that is causing stress is not managed further leads to more severe repercussions like depression. Coping is considered to be effective when distress and the cause of distress is addressed and managed (Skomorovsky et al, 2019).

Coping strategies needs to be adopted in order to reduce the disequilibrium one feels in life which is stressful (Clark, Michel, Early & Baltes, 2014). Coping resources and behaviors are important because they mediate the relationship between stressors and strain outcomes. Researchers have examined coping strategies in the work family

literature using variety of approaches. Some have focused on how individuals cope with WFC (e.g., Somech & Drach-Zahavy 2012), and how they may adjust behaviors at work to accommodate family (Behson 2002), while others have focused on how individuals cope with the stressors that can result in negative outcomes such as greater WFC.

Drawing upon the findings this part examines the procedures women embrace to adapt to work family strains, where adapting techniques are viewed as part of the sum of work family struggle encounters. Two common types of general coping strategies that have been applied to work family research are problem focused coping and emotion-focused coping: problem focused coping refers to attempts to identify a stressor and taking action to eliminate or circumvent the source of the stress; whereas emotion-focused coping refers to attempts to reduce or eliminate the emotional distress associated with a stressful situation (Clark, Michel, Early & Baltes, 2014).

Females should be given short leave in case of any urgent piece of work. A flexible working environment can be provided. It is a world connected through internet therefore faculty can also be connected online. This will facilitate them in case they have some family related issue braking 9 to 5 schedule. This will not only facilitate the faculty but it will also open the door for hiring the expertise of the expert faculty across the country. A friendly and civilized culture to be promoted at the workplace because it is a place where most of the time is spend by the academia. If the environment provided is not safe and friendly will lead to frustration and burnout deteriorating the energy to be used to function. Invest in training the authority or in charges of the universities to introduce flexibility and manage a flexible workforce (female faculty).Physical health to be taken care of by introducing exercise, proper sleep and improving diet will improve wellbeing and reduce stress. For the wedded women masterminding childcare is viewed as a noteworthy wellspring of part strain because of good mother character. Proper day care

facilities should be provided to the children of females. A female care taker to be engaged having proper certifications who can not only take care of children but also can educate them.

Recreational activities like arranging picnics and music evenings specifically for the female faculty will give them an opportunity to relax from the stress of work and family. This will increase their efficiency to deliver well by rejuvenating their energies. Help from the house keepers can be taken so as to reduce the duties of the female academics. It will leave them with some sort out work assignments at home.

Several specific strategies (i.e., direct action, advice seeking, positive thinking, cognitive reappraisal, and avoidance/resignation) that can be inculcated in the female faculty members (Rotondo & Kincaid, 2008). Organizations of faculty to be established who turn by turn arrange fun activities giving them liberty and freedom to opt by themselves in arranging holiday fun days. Counselling and advice services to be offered by the universities,

The current findings and other evidence suggest that training in effective emotion regulation strategies may provide opportunities to lessen the adverse impact of job stressors. For example, affect regulation training has been found to improve emotion regulation skills. These programs can be incorporated into workplace training programs. To enhance involvement of workers and reduce occupational stress, there is need to create a positive work environment. It is suggested that the core concept of a healthy organization appears to lie in the redefinition and clarification of relationships, expectations, obligations and interaction between employees and the organization.

## **5.5 Theoretical and Practical Implications of the Research**

It is important for an organization to comprehend work and family, its linkage and tasks associated with it in order to assist its workforce and increase their well-

being and outcomes required from an assigned task (Lyness, & Judiesch, 2014; Wattoo, Zhao & Xi, 2018). This examination makes a few commitments to the collection of information in this context. A credible justification for carrying out this research is that academic work related responsibilities needs to be managed on regular basis. The work that is performed by the academia needs time and energy which stresses the faculty hindering duties to be performed in family and vice versa. The imbalance between work and family having negative consequences for the female effects service quality. This research highlights that female faculty needs to be facilitated so that they can deliver. The administration can turn their concentration over factors that can help in encouraging ISQ and overseeing WFC.

The causes, outcomes and adapting systems of WFC for women working in Pakistani universities are currently better caught on. The investigation recognized the essential work-particular causes that prompted WFC. In spite of the fact that there have been examinations that exclusively assessed the impact of various factors on WFC, yet to date no exploration has considered all its components.

The results of this study can be used as a recommendation by the company's management regarding the job stressors in the organization. This can be increased again by holding holidays together from time to time in order to reduce the stress level experienced by female employees and build good cooperation, counseling female employees using people who are experts in psychology, or in a way that makes women feel more comfortable not burdened with the demands it will face. In this way, it can affect the welfare and success of all female workers who are also an important asset of human resources that can affect economic growth.

The examination finds out that Internal Service Quality has a critical impact in anticipation to female faculty. Accordingly it is imperative for the universities to have

solid establishment of Internal Service Quality. The present investigation has connected WFC to ISQ, which is another commitment to this examination. It is attempted to clarify that if women in universities are encountering Work Family Conflict they are connected to wretchedness which influences the ISQ.

The Work Family Conflict is a noteworthy issue in connection to the working females. The WFC experienced by female academics of higher education system is better comprehended and took care of if the idea is examined as far as the elements that influence WFC so it can be managed. The investigation recognized the critical work-particular causes that can prompt Work Family Conflict. The investigation likewise demonstrated that work family strife can prompt dejection which has impact on the Internal Service Quality.

This research serves as an initiative and a practical need for the counselors and the supervisors to take measures in supporting the female staff. The authorities can initiate more flexible time schedules and leave policies to facilitate the females. This can be further be supported by a compassionate environment to relieve the staff. In addition to faculty development programs need to be initiated so that their skills at work are more polished and they are in a better position to handle their job responsibilities. Further granting those emotional help in the form of advice.

Managers should focus on lessening work family strife experienced by the females and reconsider existing arrangements realizing that it has repercussions for the person as far as execution and wellbeing is concerned.

The examination discoveries likewise have approach ramifications of women' work family encounters in other man centric social orders. At the individual-level, the impression of Work Family Conflict similar to a matter of individual disappointment

should be changed. At the national level, auxiliary help ought to be given to working women, and components ought to be set up to screen target execution of the arrangement.

In Pakistani society government can also play a role by introducing family friendly policies in other sectors which will encourage female employment in other sector of Pakistan. Government may not only implement but also make sure that those practices are followed. By having family friendly benefits for academic faculty will lift the burden of the females and facilitate in managing both family and academic career.

Unlike Pakistan many countries have paternity leaves or leaves for fathers. It allows a female to have a plus in managing her work as fathers can have time with their children after birth. As compared to other countries Pakistan has short period of maternity leave. Pakistan can have considerably longer leave plans for females so that they can come back to their workplace with a light mind. In European countries like France and Sweden have comparatively a year or more of maternity leaves to facilitate the females.

In Germany importance is given to the workforce and they are facilitated in the possible ways. One of the step towards facilitating is that parents are given an opportunity to avail upto three years so that they can take care of their children and concentrate on their education and grooming. They are even facilitated in working hours and given option to work part time as well. Their job is guaranteed and protected therefore they are not afraid that when they will come to work they will be dismissed. They are also allowed to split the time of parental leave between them; furthermore they can postpone a part of parental leave until the child has turned eight years. The parents are also facilitated by granting them leave for five days when their child is sick and they are the only one who can take care of their child.

On the basis of number of children parents are granted leave as well. For one child upto 10 days of leave and person per year with a maximum of 25 days for several

children, single parents to up to 20 days per child per year and a maximum of 50 days for several children. Numerous laws have been enacted in Germany that protect and support parents.

Females in Pakistan do have child care facilities but not with the educational component. In France and Nordic countries they subsidized and high quality, regulated childcare. They make sure that their children are well developed. Unlike in Pakistan both the components are not taken care of. Those are financially sound, the elites may afford a better opportunity for their children but the rest and majority are struggling to meet both ends.

In America policies are designed to reduce work family conflict in universities. These policies include paid parental leave and dependent care, tenure-clock extension, reduced workload and release from work responsibilities such as teaching. As institutions of higher education seek to hire and retain high quality faculty, they compete not only with other colleges and universities but also with employers outside the academy. In fact, research suggests that institutions that do not accommodate family care giving suffer in the competitive academic workplace.

Contribution of this study relates to enhancing our understanding of the antecedents and consequences of maintaining a balance between work and family. Contrary to the expectations, we found no support that teachers engaged in more WIA because they believed in the ease and professional benefits. We did find an association between maintaining a balance between work and family and quality. A potential explanation is that quality can be influenced by the imbalance between work and family.). Therefore, it might be useful for future research to operationalize quality in association with WFC.



A contribution of this study relates to the educational context. By focusing on female faculty, we expand past research, which has mostly on white-collar professions (Fenner & Renn, 2010; Schlachter et al., 2018; Bauwens et al., 2020).

An important contribution to work family literature lies in our findings that the relationships between job and family demands and service quality. In sum, this study contributes to refining the understanding the causes and consequences of work and family imbalance by suggesting more complex relationships with service quality. This is important given the repeated calls to examine the complex mechanisms through which workplace resources and demands influence individuals' outcomes more thoroughly (Schieman et al. 2009; Straub 2012).

## **5.6 Limitations**

This research adds to the existing body of knowledge, said that it has some limitations that can be overcome in the future researches. Certain limitations were faced in terms of time and financial resources as the participants of this research were in different cities. The female faculty was preoccupied with their schedule and had little time for filling the questionnaire with concentration. Furthermore the attitude of the faculty was very disappointing and discouraging in terms of their support. Females those were accessible were contacted for acquiring information for this research. Whereas the female faculty which were performing their duties in different cities that were not easy to reach because of the distance were neglected. The research utilizes only quantitative research method presenting data in an objective manner which might miss the qualitative perspective of the research.

## 5.7 Directions for Future Research

The future research may include different areas for information gathering with the incorporation of little and other global associations working in the Pakistan. The choice of various factors in the investigation. Further research pertaining to four different provinces of Pakistan can be carried out to see whether even in Pakistan Pathan, Sindhi, Balochi and Punjabi have same Work Family issues. These provinces are part of same country but it can be further intrigued that due to different norms and customs whether they experience the same hurdles pertaining to their work and family or its other way around.

The examination additionally gave restricted knowledge into work family improvement, when women feel that the university is an asylum and escape from home; thusly, the positive point of view of work family interface (work enrichment) for women in the Pakistani work advertise likewise should be tended to later on investigate. This examination contends that women working in universities in Pakistan do not encounter Work Family Conflict. The encounters of the females in other sectors can be contemplated in various societies and setting.

A blend technique can be suggested with the goal that the subjective point of view can be seen also. An investigation can be led in the scholarly area including females who have stopped their showing work and those women who were all the while working in university. Relative research on women in other occupations in Pakistan, for example, news coverage, promoting, building; or women filling in as paid local help, whose encounters of Work Family Conflict might be altogether different from their female managers especially in view of the changed social positions needs to be studied.

A comparative study can be carried out to study the concept in the male dominated sectors like banking, engineering, and promotions and so on. This will also entail different experience that is experienced when an employee has a male and female

This examination could in like manner be extended to fuse the positive aftereffects of work family interface, i.e., work family improvement. This is particularly valuable in understanding the reasons women continue undertaking paid work in male-ordered relationship disregarding Work Family Conflict, and in doing all things considered, offer additional learning into their individual fights.

## **5.8 Conclusion**

The objective of this exposition was to inspect the causes and outcomes of WFC and its impact on ISQ. A learning hole is recognized by missing leads in creating nation like Pakistan and relationship of WFC and ISQ. Research on WFC has increased from the past two decades. The extent of work that is carried out is in western setting and its applicability in the Eastern setting is minimal. Therefore this research is an addition to WFC in the eastern setting (Pakistan).

Work Family Conflict is related to relationship of individual work, family and health therefore the fact cannot be denied that it can occur in any profession. This investigation began with the examination of the elements that impact of WFC which included variables identified with the occupations (Job Stressors), the focus at work obligations (Job Involvement), factors identified with the (family stressors) and the degree of consideration given to the (Family Involvement) sponsored by the part hypothesis which is identified with the numerous parts that an individual needs to perform in various spaces requiring time and vitality that is required to satisfy those parts. In doing as such individual feel shortage of assets. Academician have strenuous routine as they have to sacrifice their time to show some quantifiable results in the form of publications which is indeed not an easy task. In doing so they have to contribute considerable amount of time (Cannizzo & Osbaldiston, 2016).

Working women are affected by stressors which should have been overseen. The stressors causes WFC, brings about despondency. At the point when an individual is confronting WFC the administrations that are to be conveyed are influenced. Workers in a specific office or particular region depend upon their partners in different offices to furnish them with contributions to carry out their occupations adequately with an end goal to better serve clients. Thus, it is normal for the representatives to expect and request large amounts of help from their partners yet they are additionally prone to get disappointed if these necessities are not met. Such dissatisfactions could have negative outcomes on the workers' wellbeing and prosperity. On the off chance that a female is discouraged due to the Work Family Conflict will influence their capacity to function.

This research proposes a calculated structure that clarifies how family struggle impact inner administration quality. Of late, it clarifies how struggle among work and family brings about wretchedness, further to this the linkage to interior administration quality is proposed. Writing uncovers that inner administration quality linkage to work family strife is absent.

The investigation was a review based research with a positivist research worldview based on a deductive approach that used quantitative methodologies. The number of inhabitants in the investigation is drawn from different cities of Pakistan. Information is embedded into the product SPSS, the unmistakable investigation is led utilizing SPSS; additionally estimation and basic models are created.

The outcomes demonstrated that the female workforce working in the universities did not confront WFC. It can be defended by the position that females working in Pakistan are more regarded and given adaptability as far as the planning to deal with her obligations. It likewise uncovered that they were not discouraged but rather felt fear yet in

the meantime were cheerful. It likewise uncovered that they have a humble assessment of the ISQ and offered significance to the client introduction.

Inward Service Quality incorporated having five sub-dimensions reliability, empathy, tangibility, dependability and responsiveness, confirmation and sympathy, is a region of intrigue has emerged from the activity in the administration business (universities) to pull in inside clients with the goal that they can adhere to their current manager. Inside client ought to be taken care and the workers inside a similar foundation to advance inward administration quality fulfill each other's desires in their journey to improve the client encounter.

In this examination universities are taken as associations in which staff go about as its workers and are inside clients of the association who convey to the outer clients that are the understudies. Female Faculty members are to be taken care by the universities because the imbalance between work and family give rise to psychological problems effecting their quality to deliver.

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### Appendix C

#### Cross Loadings

	ASS	CO	D	EMP	FD	FI	FS	FW	JD	JI	RA	RC	REL	RES	TAN	WF
ASS1	.83	.29	-.27	0.26	-0.30	0.02	-0.34	-0.15	-0.34	0.36	0.08	0.13	0.38	0.29	0.279	-0.027
ASS2	.80	.31	-.32	0.31	-0.34	0.11	-0.32	-0.16	-0.30	0.38	0.06	0.27	0.34	0.30	0.275	-0.202
ASS3	.71	.22	-.24	0.32	-0.40	0.06	-0.30	-0.08	-0.44	0.20	0.05	0.12	0.38	0.23	0.439	-0.094
CO1	.33	.84	-.59	0.56	-0.35	0.28	-0.45	-0.27	-0.52	0.41	0.01	0.34	0.53	0.28	0.344	-0.329
CO2	.31	.90	-.65	0.60	-0.38	0.28	-0.49	-0.28	-0.57	0.38	0.07	0.33	0.51	0.30	0.325	-0.366
CO3	.28	.85	-.61	0.56	-0.38	0.24	-0.46	-0.25	-0.43	0.37	0.08	0.26	0.41	0.33	0.273	-0.31
CO4	.29	.88	-.64	0.64	-0.48	0.37	-0.51	-0.37	-0.58	0.41	0.01	0.34	0.53	0.37	0.323	-0.392
CO5	.31	.89	-.67	0.63	-0.45	0.36	-0.50	-0.40	-0.58	0.39	0.07	0.34	0.54	0.35	0.273	-0.398
CO6	.27	.79	-.68	0.44	-0.37	0.32	-0.29	-0.35	-0.49	0.30	0.05	0.34	0.42	0.30	0.319	-0.457
D1	-.23	-.56	.82	-0.39	0.34	-0.21	0.26	0.25	0.31	-0.31	0.10	0.26	-0.33	-0.20	-0.162	0.326
D10	-.21	-.60	.84	-0.43	0.27	-0.25	0.27	0.27	0.26	-0.28	0.14	0.24	-0.27	-0.17	-0.132	0.345
D11	-.20	-.72	.66	-0.43	0.30	-0.22	0.27	0.29	0.41	-0.27	0.05	0.28	-0.39	-0.20	-0.282	0.382
D12	-.45	-.42	.50	-0.51	0.65	-0.16	0.26	0.08	0.43	-0.26	0.03	0.14	-0.31	-0.29	-0.378	0.082
D13	-.44	-.44	.54	-0.46	0.72	-0.17	0.32	0.12	0.48	-0.29	0.01	0.20	-0.37	-0.27	-0.41	0.089
D2	-.25	-.56	.84	-0.35	0.32	-0.20	0.24	0.26	0.28	-0.25	0.11	0.25	-0.27	-0.20	-0.162	0.346
D3	-.22	-.59	.84	-0.36	0.29	-0.20	0.24	0.28	0.26	-0.28	0.09	0.22	-0.28	-0.20	-0.182	0.311
D4	-.23	-.58	.80	-0.40	0.31	-0.24	0.28	0.26	0.31	-0.26	0.03	0.24	-0.29	-0.25	-0.129	0.334
D5	-.22	-.56	.84	-0.41	0.34	-0.22	0.27	0.30	0.34	-0.29	0.08	0.25	-0.31	-0.21	-0.168	0.328
D6	-.27	-.62	.84	-0.43	0.32	-0.19	0.28	0.30	0.34	-0.30	0.10	0.27	-0.29	-0.23	-0.189	0.342

D7	-.14	-.43	.64	-0.32	0.21	-0.23	0.20	0.28	0.28	-0.24	0.06	0.26	-0.19	-0.16	-0.091	0.249
D8	-.13	-.49	.72	-0.32	0.29	-0.21	0.25	0.23	0.30	-0.22	0.12	0.21	-0.22	-0.11	-0.125	0.273
D9	-.10	-.39	.64	-0.29	0.14	-0.11	0.15	0.24	0.24	-0.16	0.11	0.15	-0.14	-0.12	-0.041	0.194
EMP1	.37	.52	-.43	0.80	-0.35	0.22	-0.38	-0.23	-0.43	0.34	0.04	0.31	0.43	0.27	0.434	-0.226
EMP2	.35	.61	-.53	0.90	-0.37	0.27	-0.44	-0.30	-0.55	0.35	0.12	0.38	0.45	0.26	0.386	-0.344
EMP3	.24	.51	-.41	0.82	-0.27	0.23	-0.34	-0.25	-0.33	0.28	0.12	0.25	0.30	0.24	0.237	-0.242
EMP4	.35	.57	-.44	0.87	-0.43	0.33	-0.48	-0.37	-0.53	0.37	0.04	0.35	0.50	0.33	0.328	-0.327
EMP5	.30	.60	-.55	0.85	-0.43	0.31	-0.42	-0.33	-0.49	0.33	0.14	0.32	0.46	0.31	0.285	-0.358
FD10	-.24	-.36	.42	-0.34	0.81	-0.23	0.23	0.14	0.41	-0.15	0.13	0.21	-0.27	-0.23	-0.36	0.069
FD4	-.44	-.37	.42	-0.28	0.81	-0.09	0.33	0.07	0.49	-0.30	0.12	0.09	-0.45	-0.34	-0.375	0.012
FD5	-.40	-.36	.37	-0.28	0.80	-0.08	0.30	0.13	0.39	-0.25	0.12	0.07	-0.32	-0.31	-0.284	0.053
FD6	-.27	-.35	.38	-0.25	0.78	-0.20	0.28	0.18	0.38	-0.19	0.14	0.16	-0.28	-0.24	-0.3	0.071
FD7	-.37	-.41	.44	-0.51	0.68	-0.19	0.34	0.10	0.51	-0.28	0.06	0.21	-0.40	-0.37	-0.458	0.11
FD8	-.37	-.33	.41	-0.38	0.82	-0.12	0.29	0.04	0.46	-0.26	0.10	0.16	-0.41	-0.32	-0.451	0.045
FD9	-.36	-.39	0.41	-0.35	0.83	-0.09	0.29	0.07	0.44	-0.23	0.11	0.13	-0.34	-0.31	-0.354	0.052
FI1	.09	.41	-0.31	0.33	-0.23	0.88	-0.24	-0.56	-0.26	0.20	0.04	0.39	0.28	0.20	0.185	-0.473
FI2	.14	.37	-0.27	0.30	-0.19	0.90	-0.24	-0.56	-0.23	0.26	0.01	0.42	0.26	0.14	0.187	-0.49
FI3	-.01	.24	-0.19	0.24	-0.10	0.84	-0.11	-0.56	-0.08	0.12	0.04	0.35	0.15	0.01	0.034	-0.5
FI4	.04	.32	-0.27	0.30	-0.15	0.86	-0.08	-0.55	-0.15	0.16	0.03	0.39	0.16	0.09	0.105	-0.509
FI5	.01	.29	-0.22	0.27	-0.17	0.84	-0.18	-0.55	-0.18	0.17	0.10	0.35	0.21	0.12	0.163	-0.453
FI6	.11	.34	-0.27	0.32	-0.19	0.90	-0.19	-0.57	-0.16	0.19	0.03	0.42	0.20	0.06	0.125	-0.532
FI7	.03	.26	-0.18	0.22	-0.10	0.86	-0.14	-0.60	-0.09	0.14	0.06	0.31	0.06	-0.01	0.089	-0.497
FI8	.13	.19	-0.16	0.22	-0.13	0.72	-0.08	-0.43	-0.13	0.12	0.23	0.30	0.14	0.11	0.199	-0.423
FS1	-.17	-.13	0.11	-0.20	0.10	0.01	0.67	0.02	0.25	-0.34	0.05	0.07	-0.19	-0.14	-0.104	-0.057
FS2	-.23	-.15	0.12	-0.22	0.16	0.06	0.67	-0.02	0.31	-0.33	0.09	0.04	-0.22	-0.10	-0.152	-0.048

											-					
FS3	-.18	-.20	0.18	-0.22	0.12	-0.04	0.67	0.04	0.27	-0.36	0.13	0.02	-0.17	-0.10	-0.106	0.013
											-					
FS4	-.13	-.19	0.10	-0.23	0.14	0.00	0.68	0.05	0.30	-0.36	0.09	0.00	-0.21	-0.20	-0.158	0.033
											-	-				
FS5	-.18	-.18	0.10	-0.20	0.13	0.00	0.70	0.04	0.25	-0.38	0.12	0.01	-0.25	-0.19	-0.096	0.026
											-	-				
FS6	-.20	-.31	0.14	-0.24	0.18	-0.07	0.72	-0.01	0.31	-0.40	0.06	0.01	-0.25	-0.18	-0.19	-0.02
FS7	-.43	-.62	0.43	-0.52	0.44	-0.31	0.70	0.29	0.59	-0.37	0.13	0.28	-0.85	-0.46	-0.482	0.278
FW1	-.04	-.24	0.20	-0.22	0.02	-0.42	0.10	0.61	0.12	-0.13	0.06	0.31	-0.15	-0.05	0.003	0.553
FW2	-.05	-.22	0.14	-0.21	-0.04	-0.44	0.08	0.71	0.08	-0.14	0.13	0.28	-0.09	0.02	0.017	0.516
FW3	-.12	-.23	0.18	-0.18	0.03	-0.38	0.07	0.68	0.17	-0.13	0.08	0.23	-0.16	-0.10	-0.009	0.493
FW4	-.18	-.32	0.29	-0.27	0.10	-0.52	0.09	0.82	0.18	-0.16	0.03	0.41	-0.16	-0.16	-0.117	0.501
FW5	-.15	-.29	0.31	-0.28	0.17	-0.55	0.15	0.88	0.19	-0.15	0.05	0.41	-0.19	-0.19	-0.119	0.555
FW6	-.16	-.34	0.33	-0.36	0.15	-0.57	0.20	0.86	0.18	-0.17	0.06	0.38	-0.21	-0.18	-0.108	0.604
FW7	-.20	-.35	0.29	-0.35	0.18	-0.57	0.27	0.86	0.23	-0.16	0.02	0.37	-0.27	-0.17	-0.149	0.565
											-					
FW8	-.11	-.32	0.26	-0.29	0.14	-0.57	0.16	0.83	0.21	-0.14	0.02	0.27	-0.21	-0.15	-0.086	0.5
JD1	-.47	-.45	0.34	-0.45	0.43	-0.16	0.48	0.24	0.81	-0.37	0.03	0.19	-0.58	-0.49	-0.546	0.167
JD2	-.48	-.51	0.38	-0.46	0.48	-0.20	0.48	0.29	0.84	-0.33	0.00	0.23	-0.60	-0.50	-0.469	0.18
JD3	-.33	-.50	0.42	-0.45	0.47	-0.14	0.45	0.17	0.84	-0.35	0.00	0.22	-0.53	-0.40	-0.499	0.177
JD4	-.40	-.54	0.44	-0.50	0.51	-0.17	0.52	0.14	0.86	-0.39	0.00	0.29	-0.65	-0.45	-0.541	0.173
											-					
JD5	-.32	-.55	0.37	-0.39	0.45	-0.13	0.43	0.16	0.81	-0.29	0.05	0.21	-0.56	-0.42	-0.428	0.122
											-					
JD6	-.33	-.49	0.34	-0.40	0.45	-0.19	0.35	0.18	0.76	-0.35	0.01	0.21	-0.49	-0.35	-0.397	0.177
											-	-				
JD8	-.14	-.25	0.21	-0.35	0.21	0.00	0.47	-0.01	0.42	-0.44	0.15	0.03	-0.26	-0.12	-0.224	-0.021
											-					
JJ1	.31	.30	-0.23	0.30	-0.15	0.20	-0.38	-0.14	-0.33	0.78	0.11	0.17	0.33	0.17	0.219	-0.178
											-					
JJ2	.36	.33	-0.28	0.32	-0.36	0.20	-0.46	-0.18	-0.37	0.82	0.04	0.14	0.36	0.28	0.275	-0.153
											-					
JJ3	.35	.47	-0.39	0.35	-0.28	0.16	-0.46	-0.16	-0.44	0.90	0.03	0.09	0.38	0.25	0.207	-0.18
											-					
JJ4	.34	.39	-0.34	0.38	-0.25	0.13	-0.49	-0.15	-0.42	0.90	0.07	0.14	0.39	0.21	0.225	-0.189
											-					
RA1	-.10	.01	-0.04	0.06	0.13	-0.04	0.08	0.01	0.09	-0.01	0.63	0.04	-0.17	-0.09	-0.096	-0.022
RA2	-.06	.06	-0.11	0.13	0.11	-0.08	-0.01	0.03	0.01	0.12	0.74	0.06	-0.16	-0.10	-0.113	0.017
RA3	-.09	.07	-0.11	0.11	0.13	0.00	0.00	0.06	-0.02	0.04	0.88	0.06	-0.09	-0.10	-0.128	0.01
RA4	-.06	.02	-0.08	0.04	0.11	-0.12	-0.01	0.07	-0.06	0.04	0.89	0.11	-0.07	-0.04	-0.063	0.075
RA5	-.04	-.03	-0.02	0.02	0.14	0.01	0.01	0.03	0.00	0.03	0.86	0.07	-0.11	-0.09	-0.07	0.001
RA6	-.05	.14	-0.11	0.11	0.06	-0.03	-0.03	0.04	-0.11	0.12	0.79	-	-0.02	0.01	0.024	0.015

												0.01				
RC1	-.16	-.31	0.25	-0.32	0.16	-0.36	0.16	0.32	0.25	-0.15	0.11	0.84	-0.27	-0.15	-0.195	0.496
RC2	-.17	-.34	0.28	-0.36	0.17	-0.38	0.10	0.35	0.21	-0.12	0.08	0.81	-0.27	-0.12	-0.206	0.53
RC3	-.19	-.39	0.33	-0.36	0.17	-0.41	0.20	0.35	0.27	-0.15	0.10	0.81	-0.29	-0.11	-0.24	0.528
RC4	-.19	-.26	0.25	-0.32	0.17	-0.35	0.04	0.32	0.19	-0.11	0.04	0.83	-0.17	-0.12	-0.129	0.405
RC5	-.21	-.32	0.27	-0.32	0.15	-0.37	0.14	0.45	0.22	-0.16	0.07	0.86	-0.23	-0.13	-0.156	0.525
RC6	-.15	-.33	0.26	-0.28	0.12	-0.38	0.11	0.37	0.20	-0.16	0.01	0.83	-0.25	-0.14	-0.123	0.501
												-				
RC7	-.12	-.25	0.19	-0.27	0.08	-0.32	0.08	0.33	0.14	-0.07	0.01	0.84	-0.18	-0.12	-0.11	0.448
RC8	-.27	-.31	0.25	-0.31	0.20	-0.24	0.14	0.30	0.21	-0.09	0.10	0.75	-0.20	-0.16	-0.253	0.442
												-				
REL1	.36	.33	-0.26	0.43	-0.38	0.04	-0.47	-0.10	-0.54	0.30	0.02	0.20	0.74	0.46	0.491	-0.117
												-				
REL2	.37	.44	-0.33	0.31	-0.36	0.12	-0.50	-0.15	-0.61	0.34	0.10	0.20	0.82	0.39	0.37	-0.132
												-				
REL3	.40	.46	-0.28	0.42	-0.32	0.19	-0.56	-0.21	-0.57	0.40	0.13	0.21	0.88	0.45	0.407	-0.17
												-				
REL4	.41	.53	-0.37	0.43	-0.37	0.21	-0.58	-0.21	-0.58	0.38	0.11	0.28	0.88	0.45	0.409	-0.251
												-				
REL5	.43	.62	-0.43	0.52	-0.44	0.31	-0.70	-0.29	-0.59	0.37	0.13	0.28	0.85	0.46	0.482	-0.278
												-				
RES1	.32	.28	-0.23	0.29	-0.37	0.08	-0.30	-0.11	-0.40	0.22	0.09	0.13	0.37	0.82	0.437	-0.171
												-				
RES2	.26	.33	-0.27	0.33	-0.30	0.11	-0.32	-0.19	-0.40	0.16	0.09	0.12	0.42	0.86	0.476	-0.149
												-				
RES3	.35	.29	-0.21	0.27	-0.33	0.08	-0.36	-0.11	-0.48	0.30	0.04	0.13	0.49	0.83	0.392	-0.145
												-				
RES4	.25	.36	-0.27	0.25	-0.29	0.09	-0.37	-0.16	-0.46	0.21	0.06	0.16	0.51	0.86	0.442	-0.101
												-				
TAN1	.33	.39	-0.34	0.48	-0.41	0.20	-0.38	-0.21	-0.52	0.24	0.04	0.18	0.49	0.42	0.764	-0.139
												-				
TAN2	.34	.26	-0.20	0.26	-0.37	0.12	-0.29	-0.05	-0.46	0.21	0.12	0.21	0.39	0.46	0.909	-0.132
												-				
TAN3	.35	.20	-0.20	0.31	-0.39	0.10	-0.25	-0.01	-0.39	0.17	0.02	0.13	0.31	0.34	0.763	-0.022
												-				
TAN4	.40	.32	-0.20	0.25	-0.39	0.09	-0.38	-0.05	-0.54	0.26	0.15	0.18	0.49	0.47	0.86	-0.089
												-				
WF1	-.10	-.34	0.30	-0.22	0.05	-0.42	0.03	0.47	0.11	-0.08	0.05	0.49	-0.11	-0.15	-0.111	0.808
												-				
WF2	-.14	-.25	0.21	-0.24	0.03	-0.17	0.18	0.40	0.15	-0.19	0.01	0.31	-0.13	-0.14	-0.121	0.557
												-				
WF3	-.13	-.36	0.33	-0.31	0.04	-0.48	0.08	0.56	0.14	-0.14	0.05	0.55	-0.17	-0.13	-0.096	0.893
												-				
WF4	-.11	-.40	0.35	-0.32	0.08	-0.53	0.09	0.54	0.18	-0.16	0.04	0.58	-0.20	-0.19	-0.163	0.907
												-				
WF5	-.12	-.42	0.35	-0.33	0.13	-0.54	0.16	0.55	0.20	-0.21	0.03	0.56	-0.25	-0.16	-0.157	0.895
												-				
WF6	-.11	-.39	0.34	-0.31	0.09	-0.49	0.11	0.51	0.18	-0.16	0.02	0.55	-0.23	-0.20	-0.142	0.89

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											-					
WF7	-0.09	-0.26	0.22	-0.26	0.06	-0.44	0.21	0.58	0.13	-0.18	0.03	0.29	-0.18	-0.06	0.024	0.62
											-					
WF8	-0.10	-0.26	0.20	-0.23	-0.02	-0.40	0.17	0.59	0.09	-0.18	0.01	0.28	-0.16	0.01	0.016	0.595
WF9	-0.06	-0.27	0.21	-0.24	0.00	-0.44	0.13	0.62	0.10	-0.18	0.03	0.31	-0.17	-0.03	0.05	0.633

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## Appendix D

### Questionnaire

Section B: Work Family Conflict	1	2	3	4	5
The following scale represents Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly Agree (5)					
<b>Time-based work interference with family:</b>					
My work keeps me from my family activities more than I would like.					
The time I must devote to my job keeps me from participating equally in household responsibilities and activities.					
I have to miss family activities due to the amount of time I must spend on work responsibilities.					
<b>Strain-based work interference with family</b>					
When I get home from work I am often too frazzled (exhausted) to participate in family activities/responsibilities.					
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.					
Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.					
<b>Behavior-based work interference with family</b>					
The problem-solving behaviors I use in my job are not effective in resolving problems at home.					
Behavior that is effective and necessary for me at work would be counterproductive at home.					
The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.					
Section C: Family Work Conflict	1	2	3	4	5
<b>Time-based family interference with work:</b>					
The time I spend on family responsibilities often interfere with my work responsibilities.					
The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.					
I have to miss work activities due to the amount of time I must spend on family responsibilities.					
<b>Strain-based family interference with work</b>					
Due to stress at home, I am often preoccupied with family matters at work.					
Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.					
Tension and anxiety from my family life often weakens my ability to do my job.					
<b>Behavior-based family interference with work</b>					
The behaviors that work for me at home do not seem to be effective at					

work					
Behavior that is effective and necessary for me at home would be counterproductive at work.					
The problem-solving behavior that work for me at home does not seem to be as useful at work.					
Section D: Job Stressors					
Role Conflict	1	2	3	4	5
I receive assignments without the resources to complete it.					
I receive assignments without adequate resources and materials to execute it.					
I have to break a rule or policy in order to carry out assignments.					
I do things that are apt to be acceptable by one person but not by others.					
I receive incompatible requests from two or more people.					
I work under incompatible policies and guidelines.					
I have to do things that should be done differently.					
Role Ambiguity					
I do not have clear, planned goals and objectives for my job.					
I am not always sure that I have divided my time properly between tasks.					
I do not know what my responsibilities at work are.					
I do not know exactly what is expected of me at work.					
It is not explained clearly what tasks have to be done.					
There are no clear planned goals and objectives for my job.					
Section E: Job Distress					
My job is highly Demanding					
My job is Pressurizing					
My job is Hectic					
I am not relaxed at my job					
I have to perform too many things simultaneously					
I feel stressful because of my job					
I am pushed to limits in my job					
Section F : Family stressors (parental stressors and marital stressors)					
I face lack of spouse support					
I face increasing tension with my husband	1	2	3	4	5
I have to take responsibility of elders in my family					
There is an increasing amount of role juggling					
I have to share child care responsibilities					
The children often do things that cause problems or hassles					
I am also face with parental work overload					
Section G: Family Distress	1	2	3	4	5
Please circle the response that most accurately describes your feelings. Almost Never (1) Seldom (2) Sometimes (3) Quite Often (4) Almost all of the time (5)					
How often did you feel that:					
Things in your life that made you upset					
Things in your life made you frustrated					
Things in your life make you tense					
Things in your life place you under strain					

Things in your life placed you under a great deal of stress					
Things in your life made you jumpy and nervous					
You carried your problems with you wherever you went					
Things in your life put you under a lot of pressure					
Things in your life made you feel “blue” or depressed during most of the day					
Things in your life made you feel tired or “worn out” during a good part of the day.					
Section H: Job Involvement					
The most important things that happen to me involve my present job role					
Most of my interests are centered around my job					
I am very much involved in my job role					
To me, my job is only a small part of who I am					
Section I: Family Involvement					
The most important things that happen to me involve my role as a spouse					
Most of my interests are centered around my spouse					
I am very much involved in my role as a spouse					
To me, my spouse role is only a small part of who I am					
The most important things that happen to me involve my role as a parent					
Most of my interests are centered around my children					
I am very much involved in my role as a parent					
To me, my parental role is only a small part of who I am					
Section J: Internal Service Quality					
Reliability	1	2	3	4	5
In my university Coworkers provide service that is promised.					
In my university Coworkers are dependable for handling my problems.					
In my university Coworkers perform services right the first time, to avoid having to make corrections later.					
In my university Coworkers provide correct and necessary information.					
In my university Coworkers are reliable.					
Assurance	1	2	3	4	5
In my university I can trust my coworkers.					
In my university I feel safe in dealing with coworkers.					
In my university Coworkers are polite and kind.					
In my university Coworkers are knowledgeable.					
Empathy	1	2	3	4	5
In my university coworkers are sincerely concerned about problems.					
In my university we have convenient working hours.					
In my university coworkers give me individual attention.					
In my university coworkers seem to have each other best interests in mind.					
In my university coworkers are sensitive to my work related needs.					
Responsiveness	1	2	3	4	5
In the university my communication with coworkers is appropriate, accurate and clear					
In my university coworkers respond quickly and efficiently to my					



request					
In my university coworkers are willing to help me					
In my university coworkers are willing to accommodate special requests and needs					
Tangibles					
We have up to date equipment					
Work environment is attractive and comfortable					
Coworkers have neat and professional appearance					
The materials used at work place are visually appealing					
Section K: Mental Health and Wellbeing (Depression)					
1. None of the time (less than 1 day)					
2. Rarely					
3. Some or Little of the time (1-2 days)					
4. Occasionally or a Moderate amount of time (3-4 days)					
5. Most or All of the time (5-7 days)					
I was bothered by the things that usually do not bother me	1	2	3	4	5
I feel loss of appetite					
I felt that I was as good as other people					
I had trouble keeping my mind on what I was doing					
I was depressed					
I felt that what I did was an effort					
I felt hopeful about the future					
I thought my life has been a failure					
I felt fearful					
I sleep was restless					
I was happy					
I talked less than usual					
I felt lonely					
People were unfriendly					
I enjoyed life					
I had crying spells					
I felt sad					
I felt people do not like me					
I couldn't get "Going"					

## Section A: demographics

1. What is your age \_\_\_\_\_ years?
2. What educational qualification(s) do you have? Please tick all that apply (Educational Qualification)
  1. Bachelor
  2. Masters
  3. PhD
3. Do you have any children?
  - \_\_\_ yes \_\_\_ no (If no skip to question 7)
  5. Please list the number of children in each age category
    - \_\_\_ 0 to 2 \_\_\_ 3 to 5 \_\_\_ 6 to 9 \_\_\_ 10 to 13 \_\_\_ 14 to 18 \_\_\_ over 18
  6. How many of your children currently live with you? \_\_\_\_\_
5. What is your marital status?
  1. married
  2. divorced
  3. separated
  4. Never married
  5. Engaged
6. Please specify the following information regarding your employment status
  - Current Department \_\_\_\_\_
  - Current Designation \_\_\_\_\_
  - Is your employment status  permanent or  contract?
07. How many years have you worked at this university? \_\_\_\_\_
08. How many classes do you teach? \_\_\_\_\_
09. What are your average weekly working hours?
  - Less than 20 hours
  - 21-40 hours
  - 41-56 hours
  - More than 56 hours