

Determinants of Work Family Conflict: Studying Gender Ratio as a Significant Predictor

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Abstract

The increase in the number of dual-earner couples and multi-workers is resulting in socio-economic changes which ultimately trigger the change in lifestyle of the people. Shortage of time to accomplish family and work-related jobs is reported as a common source of conflict causing stress and resulting in health and family functioning issues. The phenomenon of Work-Family Conflict (WFC) is therefore becoming a prevalent research area for scholars concerned with human resource management. This study has examined appropriate data for studying the mediated and moderated mechanism of the determinants of WFC. Gender Ratios in Family (GRF) and Time Management (TM) have been studied as antecedents of Time-based Work Family Conflict (TWFC). The direct impact of GRF on TWFC, mediation and moderation impact of TM on the relationship between GRF and TWFC has been studied in this research. The population of this study is the employees working in public sector organizations of Pakistan. Cross-sectional research design has been used with a sample size of 150 respondents. The study establishes that GRF has a significant impact on TWFC whereas the mediation and moderation impact of TM on said relationship was not found significant.

Keywords: Work-Family conflict; work-life balance; time Management; gender ratio; social roles.

JEL Classification: M10

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1. Introduction

Work Family Conflict (WFC) affects the family members of the employees and their organizations along with them that is why researchers' interest increased in this area (Lu et al. 2009). Social scientists predicted years ago that WFC would become the most significant challenge of this century in the field of human resource management (Siegel et al., 2005). Researchers preview WFC as a popular research area for the persons concerned with sociology (Allen et al., 2014), and behavioral science (Sarfaraz & Khalid, 2015). It is an important construct in the domain of work-family studies and seems to be the most frequently studied topic in the area of work-family studies (Kelly et al., 2008). Work-family conflict is due to different demands of the role at work and the role in the family. Goode (1960) also states that multiple roles create strain. He says that a person may face different kinds of demands of a role and conflicts, which he refers to as "role strains" while carrying out some specific obligations (Goode, 1960). Greenhaus and Beutell (1985) have perceived work-family conflict as an inter-role conflict that occurs when the demands of a role in one domain become incompatible with the demands of a role in another other domain.

1.1 Background of Study

Humans are supposed to play different roles in different spheres of life during different times. Social Role Theory states that every person in a society is given a specific role depending upon the predetermined social category of the person. For example, father, mother, manager, teacher, etc. These social roles do have a set of norms, duties, rights and behaviors and the person is supposed to conform to these obligations. In a society, men and women are expected to behave differently. Another important aspect of Social Role Theory is the division of labor based on the genders of the persons. It says that both genders tend towards different obligatory roles with respect to their family and occupation (Adepoju, 2017). One of the issues with Social Role Theory is societal beliefs. Societal beliefs about gender roles dishearten women from joining paid jobs (Adepoju, 2017). Many of the researchers have studied WFC as a women's problem (Riaz & Ishaq, 2015). Riaz and Ishaq (2015) have studied antecedents and consequences of work-life conflict among the life of female workers from the perspective of South Asian culture whereas Begum et al. (2024) took the population of their study, the female teachers working in the Universities of UAE. From a Pakistani perspective, as the educational level of women increases, their economic participation also increases (Naqvi et al., 2002). With the change of mindset coming through school education, female employees are occupying their niches in male dominated jobs.

By means of paid jobs and entrepreneurial business, women are expanding the scope of their relative earnings at the cost of detriment to their traditional roles (Olaoye 2014). This phenomenon of detriment to the traditional role is disturbing family life and social structure as well which may be evidenced by the increasing number of late marriages, never married and divorces in educated working women (Gambles et al., 2006; Sathar et al., 1986;). Previous studies have highlighted that women leave work life after marriage due to increased family responsibilities

(Azid et al., 2010; Riaz & Ishaq, 2015). Few decades earlier, WFC was perceived as a woman's problem but recent studies has proved that men also experience WFC (Keene & Quadagno, 2004). It has become more evident that men also experience work-family conflict, its intensity might be more or less as compared with the women (Keene & Quadagno, 2004). Certain other studies show that male workers do experience higher WFC than that of the female workers (Keene & Quadagno, 2004; Milkie & Peltola, 1999).

1.2 Research Questions

- Is there a relationship between the gender ratio of an employee in his family and time-based work family conflict?
- Does time management have a significant impact on time-based work family conflict?
- Whether time management mediates or moderates this relationship.

1.3 Research Gap and Problem Statement

With changes in family life due to multi-workers and an increased number of dual-earner couples, doing the job along with family responsibilities has become a challenge for many of today's professionals (Hammer & Neal, 2008). Today's workforce is facing work-family conflict due to a shortage of time as a common source of stress which is resulting in health and family functioning issues. Consequently, the phenomena of work-family conflict have become a more popular research area among social scientists but existing studies on this topic have mostly been done in developed countries. There is a research gap for similar studies on developing countries like Pakistan to observe the results from a diverse cultural perspective. Social Role Theory supports the differences in the behaviors and the differences in the roles of men and women in society. This concept leads to the phenomenon that if a certain gender is underrepresented while the other is in abundance, the work responsibilities of the persons belonging to the underrepresented category will increase. E.g. if there is only one female in a family strength of 10 people, she would have to cook food and wash clothes for 9 persons in a traditional culture of Pakistan. On the other hand, if there is only one male in a family of 10 people, he would have to earn for 9 persons which would ultimately increase the work-family conflict. However, the literature does not provide any research article which would have studied the gender ratios in the families of employees as a determinant for work-family conflict, neither in Pakistani culture nor in any other. This study has opened a new direction for future research on work-family conflict and gender issues. On the other hand, this research has studied the impact of time management, whether it mitigates time-based work-family conflict or not. This is an element of immediate benefit for the readers who are supposedly searching for solutions to work-family conflicts in time management only.

2. Literature Review

2.1 *Work-Life Balance (WLB)*

Carlson and Frone (2003) have stated that in the 1970s, it became identified that different domains of an individual's life interact with one another; and the researchers felt these domains must be studied within an integrative framework. In the decade of 1980s, research activity in the area of work-family increased due to some demographic trends in the work force (Frone et al., 1997). In the area of work-family domain, social scientists first focused on work-life balance. It has been defined by many researchers and research organizations. E.g., the Irish National Framework Committee for Work-life Balance Policy has defined work-life balance (as cited in Olaoye, 2014) as a balance in an individual's work and his life outside work. The balance is achieved while an individual's right to a satisfied life inside the paid work and outside the paid work as well is accepted as the norm for a mutual benefit for the individual, business and society (Olaoye, 2014). Work-life balance has also been defined as the extent to which an individual is equally engaged in and satisfied with his work role as well as the family role (Greenhaus et al., 2003). It exists when people experience a lack of conflict between the demands of work and non-work roles (Panganiban & Villareal, 2016).

2.2 *Work-Family Conflict (WFC)*

The ultimate product of studying work-family balance and work-family conflict is to achieve work-family balance for a better life of subjects, which in return contributes towards performance at work. We play different roles in our lives and these roles may be as a father, as a son, a brother, a husband, a nephew, an uncle at home, etc. while on the other side; we may be an employee, an employer, a subordinate, a boss, a professional peer, etc. (Olaoye, 2014). These roles may be classified into two major categories: work roles and family life roles. Both of these categories of roles do exert pressure on workers to spend time and energy to fulfill the responsibilities of their roles. When demands of work roles and family roles become incompatible with each other, work-life conflict sets in (Olaoye, 2014). In the existing literature, work-family conflict has been defined as a form of inter-role conflict. The role pressures from both the domains, i.e. work domain and family domain are incompatible with each other in some respect which makes it difficult for the workers to participate in the work (family) role by virtue of participation in the family (work) role (Greenhaus & Beutell, 1985).

During the years 2015 to 2024, we found Wei et al. (2016) have studied its relationship with safety participation and job satisfaction in China; Prajogo (2016) has studied its relationship with Emotional Exhaustion and Life Satisfaction in Indonesia; Westaby et al. (2016) have studied its relationship with Spillover in UK; Lipińska-Grobelyny (2016) has studied its relationship with life satisfaction in Poland; Beigi et al. (2016) have studied its relationship with working hours, job satisfaction, time spent with family, work interference to family (WIF) and family interference

to work (WIF) in the perspective of Iran; Rashid et al. (2016) have studied its relationship with work and home demand in Malaysia; Xu and Song (2016) have studied its relationship with psychological wellbeing in Korea; Young (2015) has studied its relationship with structural and perceived neighborhood in Canada; Yucel and Minnotte (2017) have studied its relationship with workplace support, life satisfaction, mental health in US; Selvarajan et al. (2016) have studied its relationship with role of personality and social support in US; Tekingunduz et al. (2016) have studied its relationship with performance and job satisfaction in Turkey; Paghoush et al. (2017) have studied its relationship with Burnout, Life Quality and Job Satisfaction in Iran. Leonard (2016) has studied the link of work-life conflict with roles of organizational justice in Australia; Polat Üzumcu and Akpuulat (2017) have studied its relationship with life satisfaction on sample population of Turkey; Bennett et al. (2017) have studied its link with generational cohort and life cycle stage differences taking sample population of U.S., Canada, U.K., and Australia; Taşdelen-Karçkay and Bakalim (2017) have studied its relationship with life satisfaction in the perspective of Turkey; Karakas and Sahin (2017) have studied its relationship with Job Performance and Job Stress taking sample population of Western Black Sea Province, Turkey; Adepoju (2017) have studied its relationship with the Job and the Life Satisfaction in the perspective of United States; Siahaan (2017) has studied its relationship with stress taking population of state owned organization of Indonesia; Ashar and Harsanti (2017) have studied its relationship with the quality of work life in Indonesia; Gan (2016) has studied its relationship with parental conflict levels in Israel; Kuntari et al. (2017) have studied its relationship with Gender and Life Role Importance in Indonesia; Vatharkar (2017) has studied its relationship with Job Satisfaction in India; Mäkelä et al. (2017) have studied its relationship with difference of gender in Finland; Gragnano et al. (2020) have studied its relation with job satisfaction; Yuswanti et al. (2021) have studied its relation with performance; Arzu et al. (2022) have studied its relation with work-family enrichment; Miller et al. (2022) have studied its relation with mental health; Al Riyami et al. (2023) have studied work-family conflict along with work-from-home and work-motivation; Agrawal and Amin (2023) has studied its relation with job turnover intention; Xiao et al. (2023) have studied its relation with employee consumption behavior. Fan et al. (2024) have studied its relationship with safety performance in West China. Hence it is evidenced that most of the studies were conducted in western countries. The results of western countries may not be generalized over eastern countries due to the difference in their cultures. In eastern countries like Pakistan, gender differences are observed with more strength in the society. Hence the result may differ in different cultural perspectives.

2.3 Dimensions of Work-Family Conflict

According to Frone et al. (1997) work-family conflict have two dimensions; work-to-family conflict (the extent to which work is interfering with family) and family-to-work conflict (the extent to which family is interfering with work). Work-to-family conflict is an indication of work role overload and family to work conflict indicates family role overload. Usually, both of these dimensions are studied separately in order to better understand the antecedents and effects (Kelly et al., 2008).

2.4 *Forms of Work-Family Conflict*

Existing literature on work-family conflict provides three forms / types of work-family conflict i.e. time-based conflict, strain-based conflict, and behavior-based conflict (Greenhaus & Beutell, 1985). Researchers have categorized its three different types on the basis of antecedents of conflict. These three types of work-family conflict have been identified in the studies of Adepoju (2017) and Greenhaus and Beutell (1985) as follows:

- a) Conflict occurred on the basis of time: when the allotted time for one role creates difficulty to participate adequately in another role.
- b) Conflict happened due to behavioral issues: when a specific expected behavior for one's role is not compatible with behavioral expectations for another role.
- c) Conflict caused due to strain: when the strain experienced in a specific role negatively affects the participation in another role.

2.5 *Antecedents of Work-Family Conflict*

Siegel et al. (2005) have reported that “demographic shifts, economic trends, technological advances, and competitive forces also have contributed to a workforce that is increasingly experiencing work-life conflict”. The challenge of going balanced with work and family is proliferating primarily because of the growing figure of dual earner couples; which is the basic cause of work-family conflict in virtue of which the number of working mothers has also been increased in society and the very phenomenon has involved the fathers in child care and has increased family demands for fathers (Amstad et al., 2011). The research made by Lu et al. (2009) has indicated that the causes and consequences of work and family conflict cannot be examined leaving the cultural factors.

2.6 *Consequences of Work-Family Conflict*

In the available body of literature; psychological strain, life satisfaction, somatic complaints, adverse mental health, depression, and substance use or abuse have been related to work-life conflict (E.g. Kelloway et al. (1999); (Greenhaus et al. (2003); Peeters et al. (2004); Vinokur et al. (1999); Grzywacz and Bass (2003); Oshio et al. (2017) have stated that “It is well known that work-to-family conflict (WFC) is negatively associated with employees' health outcomes, including mental health and health behavior”. Siegel et al. (2005) have reported that “work-life conflict is predictive of emotional exhaustion, depression, cardiovascular illness, alcoholism, and lowered job and life satisfaction”.

Siegel et al. (2005) “On the organization front, work-life conflict has been associated with absenteeism, turnover, reduced performance, and lower organizational commitment”. The phenomenon of work-family conflict is prevailing and probably growing at an all-time high from

the last many years (Siegel et al., 2005). Work-family conflict creates stress which has negative effects on the general wellbeing and behaviors of subjects (Amstad et al., 2011; Geurts et al., 2003). Workplace burnout, turnover intentions, absenteeism, work-related strain have also been mentioned in different studies as outcomes of work-family conflict (Netemeyer et al., 2004; Peeters et al., 2005; Shaffera et al., 2001). Amstad et al. (2011) has also concluded that WFC affects the wellbeing, behavior, family life and work of the subject but has also stressed that combining the work and family domains can also have a positive effect as well on the overall life of the subject. Amstad et al. (2011) have reported that “It has repeatedly been demonstrated that living multiple life domains has a positive effect on individuals’ wellbeing and health”.

2.7 *Moderating Effects on Work-Family Conflict*

Amstad et al. (2011) have determined that working hours have a moderating effect on work-related, family-related, and domain-unspecific outcomes of work-family conflict. The strategies which foster a family-friendly work environment have been found beneficial for both the organization and the employee (Amstad et al., 2011). On the other hand, external child care is becoming very common among dual-earner couples which shows that external child care has a mitigating impact on WFC (Voydanoff, 2005). Gambles et al. (2006) has stated that “domestic servants in middle-class families, and the availability of members of extended families more generally in the population, have some-what cushioned the ‘work-family’ conflicts and tensions that could lead to change”.

2.8 *Measurement of Work-Family Conflict*

Initially, the researchers measured WFC in a single direction which involved only the conflict occurring due to work interference with family (Greenhaus & Beutell, 1985). Later the researchers recognized the dual nature of WFC by measuring it in both directions: the work interference with family (WIF) and family interference with work (FIW) (Adepoju, 2017). The researchers used different measuring tools for the measurement of work-family conflict (Carlson et al., 2000; Netemeyer et al., 1996; Stephens & Sommer, 1996).

2.9 *Time Management*

Macan et al. (1990) state that a person frequently engaged in time management (TM) would experience lesser role ambiguity, lesser role overload, lesser job tension and rare physical stress symptoms like headaches and ulcers (Macan et al., 1990). Green and Skinner (2005) has stated about time management training that it provides an obvious solution for work-family conflict. Richardson and Rothstein (2008) have stated that time management involvements provide skills training for self-monitoring, goal setting, scheduling and prioritizing tasks, conflict resolution, negotiating and problem solving. Green and Skinner (2005) believe that “many earlier forms of time management training do not work”. Green and Skinner (2005) says that “the evidence,

collected using quantitative and qualitative approaches, suggests that although such training is affected by context and motivation, it does have a positive impact for the majority of participants”.

Green and Skinner (2005) recommend that further research should be done to assess the effectiveness of time management training in controlling work-family conflict, because previous researches in this concern has been limited in scope. Green and Skinner (2005) has defined time management as the utility of time for achieving work and life goals. Green and Skinner (2005) has categorized TM into four generations. The premier generation is based on checklists, reminders and notes. The second generation is with additions of preparation, planning, goal setting and scheduling. The third one has added further sophistication i.e. prioritizing and control, keeping in view the values of activities, setting long-term to short-term goals. Whereas, the fourth generation of TM provides the subjects to use the best features of the earlier three with a focus on identifying that what is really important in life. Green and Skinner (2005) has reported that behavioral improvements have been seen through time management training.

2.10 Hypotheses and Theoretical Framework

H1: Respondent's Gender Ratios in their Families has a direct inverse impact on Time-based Work-Family Conflict.

The researcher faced time-based work family conflict in practical life. He, being the student of research used his analytical mind and posited that he is facing time-based work family conflict due to the reason that he is the only male in the family. On exploring the literature, the researcher found that social role theory supports gender differences and similarities in human social behaviours and responsibilities. The concept of framing H1 was then derived from social role theory that when a certain gender, e.g. female is short in a family unit and there is a single female in a family of ten persons, the responsibilities associated with females like washing and cooking would have to be done by her as overloaded. She would do lose balance in her work role and family role. She would require more time for family responsibilities than that of professional responsibilities. The basic cause of this work-family conflict would be short of gender of the employee in his/her family.

H2: Time Management has a direct inverse impact on Time-based Work-Family Conflict.

It was perceived that a person facing time-based work family conflict would get it decreased by practicing time management whereas, in the absence of time management practices, the conflict may further rise. Green and Skinner (2005) have also recommended conducting studies to see the impact of time management on work-family conflict.

H3: Time Management mediates between Respondent's Gender Ratios in their Families and Time-based Work-Family Conflict.

As a heuristic observation, it appears that a person experiencing time-based work-family conflict due to an underrepresented gender ratio in their family may attempt to manage their time. The success or failure of this time management effort could determine the extent of their time-based work-family conflict. Therefore, time management may act as an inverse mediator between gender ratio in the family (GRF) and work-family time-based conflict (WTFC).

H4: Time Management moderates the relationship between Respondent’s Gender Ratios in their Families and Time-based Work-Family Conflict.

It seems that in time-based work-family conflict, the basic reason is shortage of time for fulfilling the responsibilities in both the domains. If the person facing the conflict uses time management techniques, he would ultimately get the conflict mitigated.

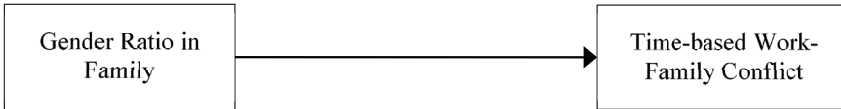


Figure 1: (Gender Ratios in Families as an independent variable whereas Time based Work Family Conflict as a dependent variable)

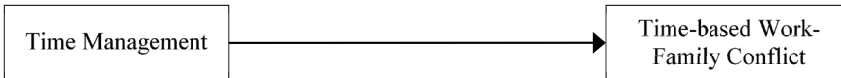


Figure 2: (Time Management as an independent variable whereas Time based Work Family Conflict as a dependent variable)



Figure 3: (Gender Ratios in Families as an independent variable; Time Management as a mediating variable; and Time-based Work Family Conflict as a dependent variable)

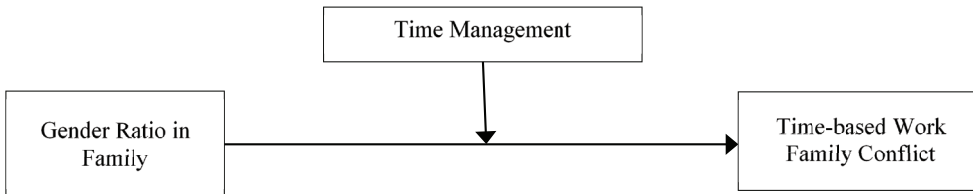


Figure 4: (Gender Ratios in Families as an independent variable; Time Management as a moderating variable; and Time-based Work Family Conflict as a dependent variable)

3. Methodology

In this study, quantitative research design with cross-sectional research method has been used. Hypotheses testing have been made on the bases of data analysis. The employees of different organizations working under Federal and Provincial Governments of Pakistan were determined as a population for this research work. Population was determined without any discrimination of organization name or cadre or sector. Pakistani culture was the perspective of selecting the population because gender differences are observed in all corners of the country. The sample size was determined in consultation with field experts i.e.150 respondents. Purposive/Judgmental sampling technique were used to select the respondents. To study the relationship of the variable “Time Management”; it was planned that the respondents should be literate of Time Management. Hence, the respondents are participants of a training course on “Time Management” held at Pakistan Planning and Management Institute (PPMI) which is a state-owned institute and obtains training nominations from public sector organizations from all over the country without discrimination of area, culture, and native language. These public sector organizations recruit their employees according to the sizes of the populations of different regions of the country. PPMI provide trainings on different topics one of them is Time Management. The data of 150 participants was available who attended the Time Management Course in the last three years period.

To persuade the respondents to an open-minded response, they were briefed about the significance of this research and were assured about the secrecy of their personal data. Names of the organizations of the respondents were not asked in the questionnaire however types of organizations were asked whether it is Government, Semi-Government, Autonomous, Corporation or Company. Initially in the Pilot Study, a questionnaire comprising 27-items was designed to measure the research variables. Items to measure Time-based Work Family Conflict were adapted from Carlson et al. (2000). Items for measuring Time Management were employed from (García-Ros et al., 2004); Pérez-González and Hinojosa (2004) with little modification. Later the items were reduced to 19 based on Confirmatory Factory Analysis. Further 8-items were included to seek demographic information about the subjects. Data was collected through multi-methods, i.e. by getting questionnaires filled by face-to-face interaction with the respondents, by getting questionnaire filled by the respondents through reply paid post mails and by getting response through online questionnaire filling via internet.

4. Data Analysis

For data analysis, various statistical tools and techniques have been used with the help of IBM SPSS Statistics (Version 21) and IBM SPSS Amos (Version 21.0.0). These include Frequency Distributions, Mean and Standard Deviation, Independent Sample t-tests, ANOVA, Path Analysis through Structural Equation Modelling and Regression Analysis.

4.1 *Descriptive Statistics*

Demographic data of 150 respondents those participated in this research is tabulated below along with frequency distribution:

Table 1
Frequency Distribution w.r.t. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	130	86.7	86.7	86.7
	Female	20	13.3	13.3	100.0
	Total	150	100.0	100.0	

Table 2
Frequency Distribution w.r.t. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	6	4.0	4.0	4.0
	25 to 34	41	27.3	27.3	31.3
	35 to 44	62	41.3	41.3	72.7
	45 to 54	31	20.7	20.7	93.3
	55 or More	10	6.7	6.7	100.0
	Total	150	100.0	100.0	

Table 3
Frequency Distribution w.r.t. Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12 Years	3	2.0	2.0	2.0
	14 Years	20	13.3	13.3	15.3
	16 Years	64	42.7	42.7	58.0
	18 Years or More	63	42.0	42.0	100.0
	Total	150	100.0	100.0	

Table 4
Frequency Distribution w.r.t. Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 40000	22	14.7	14.7	14.7
	40000 to 59000	20	13.3	13.3	28.0
	60000 to 79000	30	20.0	20.0	48.0
	80000 to 99000	33	22.0	22.0	70.0
	100000 or More	45	30.0	30.0	100.0
	Total	150	100.0	100.0	

4.2 Inferential Statistics: Independent Sample t-test

The significance of the level of variation between both the groups of respondents (male and female) was measured through independent sample t-test. The outcomes of the test describe demographic information such as gender with regards to the variables that has been measured in this study, i.e. GRF, TM and TWFC.

Table 5
Gender Statics for the Levels of GRF, TM and TWFC

Variables	Gender	N	Mean	Std. Deviation
GRF	Male	130	.5075	.14980
	Female	20	.4760	.16494
TM	Male	130	3.3900	.76329
	Female	20	3.6800	.65018
TWFC	Male	130	2.5526	.73313
	Female	20	2.8583	.64044

Table 6
Independent Samples t-Test for GRF, TM and TWFC to See Variance in Male and Female Respondents

Variables	Hypothesis	Levene's Test for Equality of Variances		t-test for Equality of Means (2-tailed)		
		F	Sig.	t	df	Sig.
GRF	Equal variances assumed	1.085	.299	.865	148	.389
	Equal variances not assumed			.806	24.071	.428
TM	Equal variances assumed	1.266	.262	-1.610	148	.109
	Equal variances not assumed			-1.812	27.728	.081
TWFC	Equal variances assumed	.207	.650	-1.763	148	.080
	Equal variances not assumed			-1.948	27.270	.062

We see from the outcomes of independent sample t-test that mean value of GRF level is 0.5075 for male respondents and 0.4760 for female respondents. This shows that male respondent's gender ratio in their families is little higher than that of female respondents. For independent sample t-test, we frame two hypotheses; first that variance is equal in both the genders; and the other is null hypothesis. In case of GRF, we see that f-value is 1.085 which is not greater than 3 and significance level is 0.299 which is not less than 0.05. On the other hand, we see that t-value is 0.865 which is not zero which mentions that variance is not similar in both the genders. Hence the hypothesis of equal variance is rejected. Now we consider the null hypothesis. T-value for null hypothesis is 0.806 with significance of 0.428 which is not less than 0.05. Hence the null hypothesis also rejected due to less significance. We may conclude that variance in the level of GRF in male respondents and female respondents do exist but neither similar nor significantly different.

The mean values for the levels of TM and TWFC has been calculated in the Table which shows higher levels for female respondents and comparatively lower levels for male respondents. F-values, t-values and their significance levels as shown on the Table denotes that variances for TM and TWFC in both the genders are not equal and neither similar nor significant. Besides, above interpretation, the mean values of the levels of GRF, TM and TWFC in male respondents' verses females, are predicting the acceptance of the hypotheses (H1) of this study. Lower GRF in female respondents inversely impacted higher TWFC in comparison with male respondents. On the other hand, TM is higher in females than males, but this higher TM has not mitigated the impact of GRF on TWFC proportionately.

4.3 Analysis of Variance (ANOVA)

In order to measure the mean differences among more than two categories or factors of a demographic feature with regards to the established variables of a study model, ANOVA has been applied for age, education, employer category and income of the respondents of this study.

Table 7
One Way ANOVA for GRF, TM and TWFC with regards to Age of the Respondents

Variables	Descriptive Statistics				Analysis of Variance					
	Age Groups	N	Mean	Std. Dev.	Type of variance	Sum of Squares	df	Mean Square	F	Sig.
GRF	Less than 25	6	.5517	.10629	Between Groups	.016	4	.004	.173	.952
	25 to 34	41	.5034	.14425	Within Groups	3.413	145	.024		
	35 to 44	62	.5000	.14966	Total	3.429	149			
	45 to 54	31	.5045	.15334						
	55 or More	10	.4910	.22418						
	Total	150	.5033	.15170						
TM	Less than 25	6	2.4500	.61237	Between Groups	8.297	4	2.074	3.939	.005
	25 to 34	41	3.3000	.75067	Within Groups	76.350	145	.527		
	35 to 44	62	3.5032	.74854	Total	84.647	149			
	45 to 54	31	3.5258	.70426						
	55 or More	10	3.7800	.56529						
	Total	150	3.4287	.75372						
TWFC	Less than 25	6	2.6111	.69655	Between Groups	3.674	4	.919	1.774	.137
	25 to 34	41	2.8415	.64113	Within Groups	75.075	145	.518		
	35 to 44	62	2.4919	.81450	Total	78.749	149			
	45 to 54	31	2.5269	.64420						
	55 or More	10	2.4000	.60451						
	Total	150	2.5933	.72699						

As apparent from Table-7, five age groups were formed for collecting the information about the age of the respondents, i.e. less than 25, 25 to 34, 35 to 44, 45 to 54 and 55 or more. Out of 150 respondents, only 6 respondents were from first age group, 41 from second age group, 62 are from third age group, 31 form the fourth group and 10 from the fifth. One-way ANOVA test

was applied on all the variables of the study against the demographic feature age of the respondents. The outcomes of the test have been summarized in Table-7. On descriptive side, the tabulated results describe about the group categories against each established variable, number of respondents in each group, mean values of said five age groups against all variables and standard deviations of each group. In variance analysis, the table gives the detail about the measured variance between groups, the measured variance within the groups and the measured total variance. The crux of ANOVA test is calculation of f-value along with its significance (p-value) because the decision of rejection or acceptance of null hypothesis is made on f-value. Critical f-value is found from the F-value Table which gives a complete chart at two levels of significance i.e. 0.01 and 0.05. Rows and columns of the chart provide df (degree of freedom) of numerator and denominator. A common perception is found that if f-value is >3.95 with significance <0.05 , null hypothesis (that all group means are same) is rejected. We see from Table-7 that f-value for GRF is 0.173 which is very low and p-value is also greater than 0.05. Hence, we conclude that group means of all five age groups are not same for the variable GRF. Similar (not same) is the case with the variable TWFC. On the other hand, F-value for TM is 3.939 with p-value 0.005 hence it is significant but since f-value is not >3.95 we may not reject the null hypothesis.

The results of One-Way ANOVA for the demographic feature, education have been summarized in Table-8 below:

Table 8

One Way ANOVA for GRF, FRO, TM and TWFC with regards to Educational Level

Variables	Descriptive Statistics				Analysis of Variance					
	Education Levels	N	Mean	Std. Dev.	Type of variance	Sum of Squares	df	Mean Square	F	Sig.
GRF	12 Years	3	.5700	.11790	Between Groups	.037	3	.012	.538	.657
	14 Years	20	.5080	.14059	Within Groups	3.391	146	.023		
	16 Years	64	.4877	.16477	Total	3.429	149			
	18 Years or More	63	.5146	.14356						
	Total	150	.5033	.15170						
TM	12 Years	3	2.7000	1.11355	Between Groups	2.906	3	.969	1.730	.163
	14 Years	20	3.5900	.84099	Within Groups	81.741	146	.560		
	16 Years	64	3.4984	.68371	Total	84.647	149			
	18 Years or More	63	3.3413	.76594						
	Total	150	3.4287	.75372						
TWFC	12 Years	3	2.3889	.69389	Between Groups	3.255	3	1.085	2.098	.103
	14 Years	20	2.2500	.72849	Within Groups	75.494	146	.517		
	16 Years	64	2.6016	.68790	Total	78.749	149			
	18 Years or More	63	2.7037	.74742						
	Total	150	2.5933	.72699						

We see from above table that none of the variables has f-value >3.95 . P-values are also not <0.05 . Hence null hypothesis may not be rejected. On descriptive side, mean values of the groups show highest level of GRF for the respondents having education level of Intermediate;

highest level of TM for Graduate respondents and the level of highest TWFC for the respondents have education level of Ph.D./M.Phil.

Table 9

One Way ANOVA for GRF, FRO, TM and TWFC with regards to Monthly Income

Variables	Descriptive Statistics				Analysis of Variance					
	Income Group	N	Mean	Std. Dev.	Type of variance	Sum of Squares	df	Mean Square	F	Sig.
GRF	Less than 40000	22	.4945	.14222	Between Groups	.092	4	.023	.998	.411
	40000 to 59000	20	.5325	.12439	Within Groups	3.337	145	.023		
	60000 to 79000	30	.4853	.17049	Total	3.429	149			
	80000 to 99000	33	.5385	.12375						
	100000 or More	45	.4809	.17092						
	Total	150	.5033	.15170						
TM	Less than 40000	22	3.5227	.59436	Between Groups	1.912	4	.478	.838	.503
	40000 to 59000	20	3.3000	.79406	Within Groups	82.735	145	.571		
	60000 to 79000	30	3.4167	.88866	Total	84.647	149			
	80000 to 99000	33	3.2848	.73532						
	100000 or More	45	3.5533	.72507						
	Total	150	3.4287	.75372						
TWFC	Less than 40000	22	2.6591	.60744	Between Groups	2.794	4	.699	1.333	.260
	40000 to 59000	20	2.4833	.82522	Within Groups	75.955	145	.524		
	60000 to 79000	30	2.8000	.85141	Total	78.749	149			
	80000 to 99000	33	2.6414	.69737						
	100000 or More	45	2.4370	.65162						
	Total	150	2.5933	.72699						

The outcomes of One-Way ANOVA test for the demographic feature, Income have been tabulated in Table-9 above. We see that the respondents of the group with the monthly income from 80000 to 99000 have highest mean value of GRF, i.e. 0.5385. The group of respondents with monthly income of >100000 have highest level of mean value for the variable TM i.e. 3.5533. On the other hand, none of the f-value is greater than 3.95. Similarly, none of the p-value is less than 0.05 in the table.

4.4 Path Analysis for Hypotheses Testing

Path analysis of proposed model of this study was made to test the hypotheses. This was made through statistical approximation of the model using SPSS and AMOS (Version 21).

4.5 Impact of Independent Variable on Dependent Variable

To test H1, i.e. "Respondent's Gender Ratios in their Families has an inverse relation with Time-based Work-Family Conflict"; structural equation model was constructed between the Respondent's Gender Ratios in their Families (GRF) and the Time-based Work Family Conflict (TWFC) faced by them.

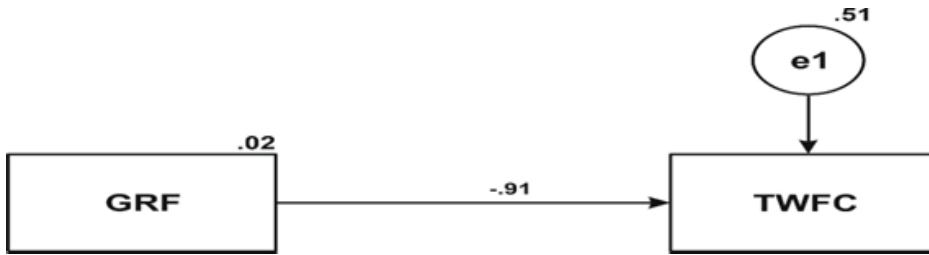


Figure 5: (GRF stands for Gender Ratios in Families of respondents; TWFC for Time based Work Family Conflict; and e1 as error term for unobserved variables)

Table 10
Regression Weights

			Estimate	S.E.	C.R.	P
TWFC	<---	GRF	-.910	.385	-2.362	.018

Figure-5 and Table-10 show regression estimate between Independent Variable (GRF) and Dependent Variable (TWFC). The slope of the equation i.e. β value (-0.91) shows a strong negative relationship between GRF and TWFC. P-value for this regression estimate is 0.018 which is significant at < 0.05 level. This implies that a significant inverse relationship between said two variables exists. Hence H1 is accepted.

4.6 The Impact of Independent Variable (TM) on Dependent Variable (TWFC)

To test H2, i.e. “Time Management has a direct inverse impact on Time-based Work-Family Conflict”, structural equation model results are shown below:

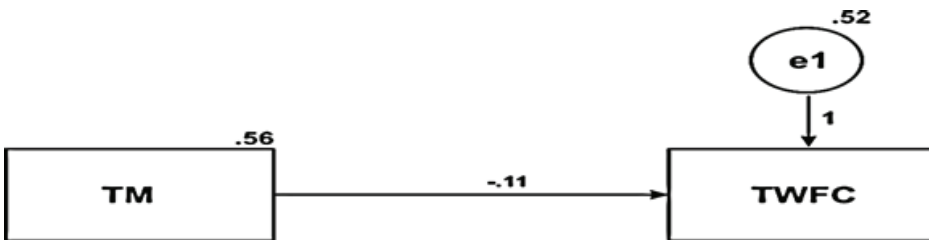


Figure 6: (TM stands for Time Management; TWFC for Time based Work Family Conflict; and e1 as error term for unobserved variables)

Table 11
Regression Weights

			Estimate	S.E.	C.R.	P
TWFC	<---	TM	-.115	.078	-1.463	.143

Figure-6 and Table-11 shows regression estimate between Independent Variable (TM) and Dependent Variable (TWFC). The slope of the equation shows a weak negative relationship between TM and TWFC. P-value for this regression estimate also shows the insignificance of this relationship. Hence H2 is not accepted.

4.7 Supposed Mediating Role of Mediator (TM) on the Relationship between Independent Variable (GRF) and Dependent Variable (TWFC)

To empirically test H3, i.e. “Time Management mediates between Respondent’s Gender Ratios in their Families and Time-based Work-Family Conflict”; the results of structural equation model are given as follows:

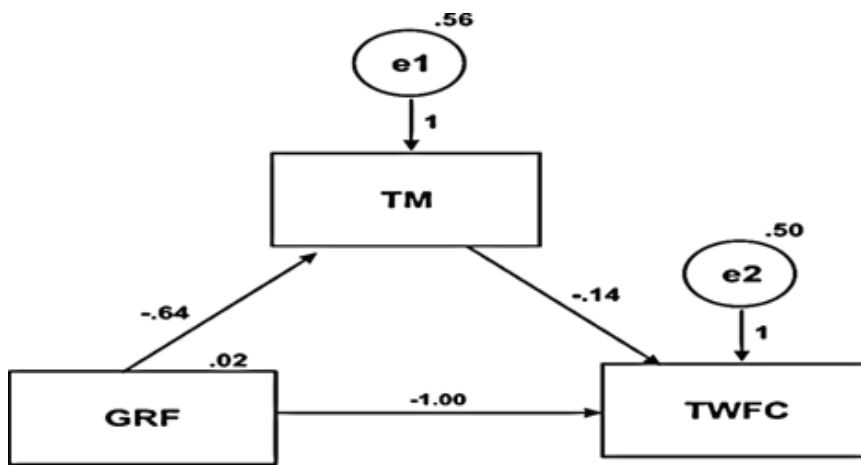


Figure 7: (GRT stands for Gender Ratios in Families of respondents; TWFC for Time based Work Family Conflict; TM for Time Management; and e1 as error term for unobserved variables)

Table 12
Regression Weights

			Estimate	S.E.	C.R.	P
TM	<---	GRF	-.637	.404	-1.578	.115
TWFC	<---	GRF	-1.000	.384	-2.601	.009
TWFC	<---	TM	-.141	.077	-1.817	.069

Figure-7 and Table-12 depict that the effect of independent variable (GRF) on mediating variable (TM) is significant because the β value is greater than 0.4 but the effect of mediating variable (TM) on dependent variable (TWFC) is 0.14 which is neither greater than 0.4 nor in the same proportionate as that of GRF--->TM. The effect of independent variable (GRF) on dependent variable (TWFC) in the presence of mediating variable has increased and remained significant because β value is maximum, i.e. -1.00. In order to prove mediation, three conditions

should be fulfilled. IV--->MV should be significant, MV--->DV should be significant and IV--->DV should be insignificant. Since two conditions are not met, hence H3 is not accepted.

4.8 Moderating Effect of Supposed Moderating Variable (TM) on Relationship between Independent Variable (GRF) and Dependent Variable (TWFC)

To test H4, i.e. “Time Management moderates the relationship between Respondent’s Gender Ratios in their Families and Time-based Work-Family Conflict”, structural equation model was drawn between z-score values of Independent Variable (GRF), Mediating Variable (TM) and Dependent Variable (TWFC) along with Interaction calculated through SPSS. The results are as follows:

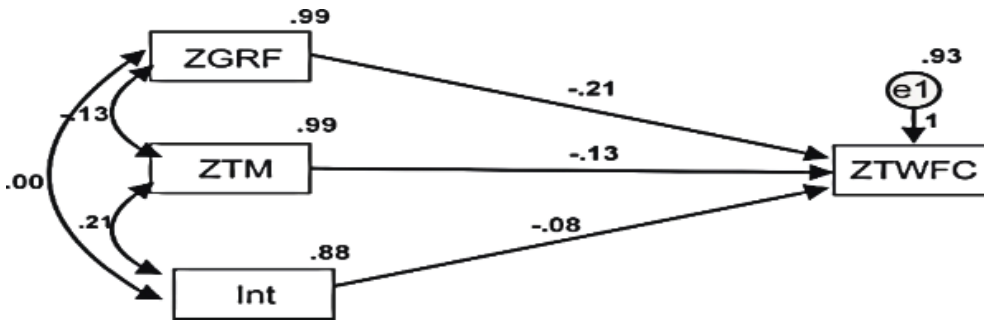


Figure 8: (ZTWFC stands for Z-score for Time based Work Family Conflict; ZGRF for Z-score for Gender Ratios in Families of respondents; ZTM for Z-score for Time Management; and Int for Interaction term)

Table 13
Regression Weights

			Estimate	S.E.	C.R.	P
ZTWFC	<---	ZGRF	-.206	.080	-2.575	.010
ZTWFC	<---	ZTM	-.129	.082	-1.568	.117
ZTWFC	<---	Int	-.078	.087	-.902	.367

We see from Figure-8 and Table-13 that p-value for the effect of independent variable (GRF) on dependent variable (TWFC) is 0.010 which validate the results but β value is -0.21 which is less than 0.4. The effect of supposed moderating variable (TM) on dependent variable (TWFC) is not significant because β value in this case is -0.129 with p-value 0.117. Similarly, the interaction effect is also not significant because it too has β value less than 0.4. To approve H4, all three effects (IV--->DV, MV--->DV and Int--->DV) should be significant. Since all three conditions are not met, hence H4 is not accepted.

5. Results and Discussion

The purpose of this research was to collect and analyse the appropriate data for studying the mediated and moderated mechanism of the determinants of Work Family Conflict. Four hypotheses have been tested to find the links between the variables; Gender Ratios in the Family (GRF) and Time Management with Time-based Work Family Conflict (TWFC). The first and foremost objective of the study was to determine direct impact of the Gender Ratios in the Families of the employees on their Time-based Work-Family Conflict. H1 was framed to test the conceived inverse relationship between GRF and TWFC. The acceptance of H1 with strong evident data analysis has established this inverse link between Gender Ratios in the Family and Time-based Work Family Conflict. The slope of the Structural Equation Model (SEM) was recoded -0.91 with p-value 0.018. This relationship has been newly established in this study. However, the results are not astonishing because this relationship was conceived in the light of Social Role Theory. Theory supports for different social roles for males and females in the society. There are certain family responsibilities that are mostly affiliated with females, e.g. cooking, washing of clothes, cleaning of house, childcare, etc. Similar is the case with males. In most of the societies of the world, breadwinners are mostly male family members. When a certain gender is underrepresented in a family, the members of that category tend to face an increased workload the family members from the abundant gender would be relaxed due to the participation of more members to fulfil the responsibilities.

Green and Skinner (2005) have recommended to conduct studies for assessing the effectiveness of time management training that whether it does work in controlling work-family conflict or not. In this study the researchers have measured only one form of Work Family Conflict I.e. Time-based Work Family Conflict (TWFC) in order to obtain more crisp results because TWFC is the conflict occurred on the bases of time: when the allotted time for one role creates difficulty to participate adequately in another role. It was perceived that Time Management would do impact TWFC but while testing H2, results showed insignificant relationship between TM and TWFC because path analysis through SEM resulted β value -0.11 with p-value 0.143. H2 was not approved on the basis of this empirical testing but the mystery remained unsolved that why Time Management do not impact Time-based Work Family Conflict. Qualitative study may be carried for examining the phenomena.

Hypothesis, H3 was framed to test the mediating role of TM between independent variables (GRF) and dependent variable (TWFC). To prove the mediation numerically, the impact of Independent Variable (GRF) on Mediating Variable (TM) should be significant. The β value of SEM path analysis has been recorded -0.637 which is greater than normal threshold value (0.4) but p-value does not support the significance. The impact of Mediating Variable (TM) over Dependent Variable (TWFC) should also be significant to prove the mediation which is also not evidenced because β value for this link is -.14 with p-value .069. The third and last condition to prove this mediation is that the impact of Independent Variable (GRF) on Dependent Variable

(TWFC) in the presence of Mediating Variable (TM) should be insignificant. Whereas the results of SEM show a strongly significant inverse impact (β : -1.00 with p-value: 0.009) of Independent Variable (GRF) on Dependent Variable (TWFC) in the presence of Mediating Variable (TM). The mediation could not be proved because results did not support the hypothesis H3.

Researchers have examined the moderating impact of TM on the relationship between GRF and TWFC. It was conceived that Time Management would mitigate the effect of GRF on TWFC. The perception was not vague. It was based on previous research. E.g. Green and Skinner (2005) have predicted that time management training provides an obvious solution for Work Family Conflict. The results given in Figure-8 and Table-13 have not supported our hypothesis H4. As far as, the question that whether time management mitigates the effect of GRF on TWFC is concerned, the answer is negative. The assumption seems apparently very logical but scientifically it was not proved by the research process carried in this study. This might have certain reasons, and one may be the research methodology because cross sectional research method has been adopted to test all hypotheses of this study whereas the phenomena may require longitudinal research methodology but keeping in view the time and cost constraint it was not appropriate to adopt longitudinal research in this study. However, the authors of this study do recommend longitudinal research in this concern to obtain data from the same respondents before and after going through an appropriate training on Time Management.

5.1 Theoretical Implications

Prediction has already been made that WFC would be one of the most significant human resource challenges in 21st century (Siegel et al., 2005). WFC has been studied and focused as it relates to women. Whereas in this research study, authors have seen in independent t-test that there is a little difference between the level of TWFC in male respondents versus female respondents (see Table-6). In this study, both genders have been included without discrimination. Like corporate sector employees, the employees working in the public sector also face work life conflict. Hence the population for this study was decided the public sector of Pakistan which has been neglected in previous investigations.

As an outcome of this study, the researchers have established that gender ratios in the families of the employees do affect their level of time-based work family conflict. Gender ratio inversely affects their work family conflict. This has added new knowledge in the field of work family studies. In virtue of this research, it may be stated that the people having a shorter ratio of their gender in their families would be more exposed to the consequences of work family conflict.

5.2 Practical Implications

The organizations as well as employees are succumbing to the adverse physical, mental and psychological effects of work family conflict. Keeping in view the existing scenario, the

policy makers from the public sector have started copying the preventive measures taken by corporate sector to combat the consequences of work family conflict by providing day care services for the kids of their female employees. Whereas, the corporate sector is providing supervisor supportive behaviors, flexi timings, and allowing their employees to work at virtual workplaces and others in addition to day care facilities but this is not with the case of public sector employees. However, Government of Pakistan seems committed to provide daycare facility of female employees because repeated instructions have been issued to public sector in this concern. This study recommends the policy makers and planners to have a vision about their employees that who are more exposed to work family conflict and to be offered the facilities as preventive measures.

Similarly, while making allocations of employees, Human Resource Managers should consider employees from families where their gender is underrepresented. Such employees should not be posted to such positions where the employees are required to remain distant from their homes for long periods or required to be more regular and punctual than other positions. While setting leave priorities, managers should keep in mind the family responsibilities of the employees. This would ultimately pay back to organizations and society.

The people concerned with career counseling should also observe this phenomenon of gender ratio in the family while interviewing the candidates / students before recommending them for different professions. The suitability of a candidate for a job does include the feature of gender ratios in his/her family. In recruitments for paramilitary forces, gender ratios of the families of the candidates should be given due deliberation. In such jobs, there are certain categories of lower ranks who mostly remain away from their families for long periods. If there is a single male family member of a large family size of ten members and he has been recruited for demanding category, it would make his life hectic and his family's as well because in Pakistani culture particularly and in other cultures generally, there are certain responsibilities which have to be performed by male family members only. The prolonged absence of (one and only) male family member creates problems for the family. Which would ultimately lead to an increase in the level of work family conflict.

6. Limitation and Future Directions

Although mediation and moderation of time management has not been proved in this research study, even then, the authors recommend that it may be tested in a different cultural perspective and with a different methodology. If the results of longitudinal research in future are received contrary to this study, by obtaining data from the respondents at two different points of time before time management training and after training; it would not only add the knowledge about the determinants of the very phenomena but also help in finding its solutions. Gender imbalance has not been studied in this context. It is recommended that it may be studied in future research.

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