

Collision of Work with Life and its Impact on Job Satisfaction

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ABSTRACT

General notion about the job satisfaction is earnings related to work but in this study, it reveals that balancing the work life also leads to satisfaction on job. The primary intention of the research was portraying the relationship between job satisfaction and work life conflict in the light of gender differences and the impact of work life conflict on employees' quality of work life. Moreover, some other variables are also included in the framework to check their impact on job satisfaction like Job Commitment and Training & Development. To check the theoretical model of the research, empirical data was collected through a self-administered questionnaire using previously published scales. 150 completed questionnaires were obtained from different employees of university, teachers, bankers and hotel managers through convenience sampling. According to regression results of the study, work life conflict, job commitment and training & development were significant predictors of job satisfaction. Job commitment and training & development positively while work life conflict negatively affects job satisfaction. There is also a negative influence of work life conflict on the employees' quality of work life. An interesting finding of the study was that there is no significant difference between male and female regarding the work life conflict. This study reveals the factors, which enable managers to get employees satisfied and help them to balance their work life conflicts.

KEY WORDS: Work life conflict, job satisfaction, quality of work life, job commitment, gender

1. INTRODUCTION

In the face of intense competition, it is becoming hard to create a balance between your job and private life and that become more difficult when you are working in a hyper competitive organization. Albertsen et al. (2008) argued that such organizations demand radical growth and hard timing to get your job done. The globe is actually influenced by the way work life is managed. Every organization has its own variable working hours that can be flexible or rigid depending upon the type of the job. These working hours have both biological and social impacts on the employees of the organization. They also influence the life style, health, quality of work life as well as quality of non-work life, employee commitment etc.

Rupashree & Bhargava (2010) explored that business leaders and scholars are now very much concerned about the work family balance due to changing environment, technological advancements and current demographics. Number of women in work force, dual career families is seen as a change in demographics in Asian countries, which creates pressure on both genders to balance work and family life. Moreover another driving force of work family conflict is the demographic change of the workforce as explained by the ivancevich (2003) in his book. He further elaborates this demographic change in to three major categories: number of increased female work force and single parent, dual career couples and the aging population. In the first category, they are the primary caregiver and attempts to control over career and family life. In the second category, dual career couples share responsibilities. They require flexible timing to manage things in order. In the last category the baby boom generation reaches to its retirement age and requires attention.

A service that is provided creates value and good image of the organization and this service is backed with high quality level of activities. These high level activities only possible when workforce is satisfied, motivated and able to create balance between job and personal life. Goveas (2011) emphasized on the importance of Human Resource Department for creating high quality services.

Naithani, (2010) has described the major researches on work life were started in earlier 1930s in which HR practitioners demanded for reduced working hours along with four shifts of six hours instead of three shifts of eight hours. In 1960s researches have been made on working mothers as they were also encouraged to participate. History shows that industrialization, electricity, technology, division of labor has helped in developing more factories away from homes. This work family conflict majorly started from here.

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In 1970's "work" and "family" were considered two different agendas then Kanter (1977) explored the areas of family that were badly affected by the work. In addition to that, Pleck (1977) also defined the interrelation and overlapping between these two terms. Furthermore, Staines (1980) appreciated the work of Pleck by saying that this overlapping has both positive and negative outcomes. He presented a theory on work life "Compensation Theory". According to this theory, people try to compensate the hole or flaw of one life by investing more on other life. Greenhaus & Beutell (1985) gave a work-family conflict theory, according to this theory every person has to perform different roles at family and work. These roles demand different time, commitment and attention. Employee satisfaction is the most renowned term these days. Employee is satisfied when he is not facing any kind of conflict in his work life. These conflicts can be from his work domain or the family domain. Sometimes the family domain is totally neglected due to the longer hours work and organizations are not willing to compensate the employee to balance his work and family life. This creates a conflict and employee becomes unsatisfied from the organization. Such conflicts affect the quality of work life in many ways: these are

- ◇ **Reduced productive work** will be the outcome of these work family conflict. Employees will work with less devotion as their non-work life is more interfering with work life.
- ◇ **Reduced employer branding** occurs when employees are unsatisfied with their organization, job, allowances and work arrangements. Employees do not create positive word of mouth about the organization.
- ◇ **Increased absenteeism** is a huge intimidation for organizations to work for the employee satisfaction and should try to reduce his work family conflict.

Its then becomes the responsibility of the employer to hold up and help employee in maintaining a positive work life balance. As Goveas (2011) explained that today's employee, at the end of working day is fully exhausted and stressed due to challenged responsibilities and commitments. This stress will result in physical and psychological illness. The ultimate outcomes of these stresses are the absenteeism, low employee morale, poor quality work, work place conflict and pending work. So it becomes necessary to deal with it carefully to avoid its consequences.

For organizational development human resource is the most fundamental asset for any organization. If the employees are satisfied and contended with the moves of the organization, they will do their best for the organization (Khan *et al.*, 2012; Rizwan *et al.*, 2013).

The inclusive study pursues to explore the concept of work life conflicts and acquaintance with the efficiency in job. The research moreover scrutinizes the interactive influence of gender as well as relationship of quality of work life with work life conflict. It helps the organizations to realize the impact of training and development activities on job satisfaction. This enables them to make their businesses best fit in the domain. This aid assuredly and encourage the progression period of work life conflict collection.

2. LITERATURE REVIEW

2.1 Job satisfaction

Job satisfaction is the major variable of our research. It can be affected by many variables but our focus is on the effects of work life conflict on job satisfaction. Job satisfaction has two parts, Affective job satisfaction deals with the emotional feelings an individual have for his job while the cognitive job satisfaction is the extent to which an individual is satisfied with different facets of job, such as pay, working hours, pension and other aspects. In today's competitive environment it is of great concerns for organizations to keep their employees satisfied. (Gupta & Joshi) also explains that job satisfaction is important technique to keep employees motivated.

As stated by (Sonia, 2010) Job satisfaction is an outcome of employee's insight of how well their job provides those things that are regarded as imperative. How much the employees like their work and found it interesting. According to Locke's range of Affect theory (1976), it can be determined by the incongruity between what an individual want from his job and what it has. Locke (1976) explained job satisfaction as the feeling of pleasure and satisfaction resulting from the evaluation of one's own job and job experience. Job satisfaction is the most discussed behavior of employees.

According to Nadeem & Abbas(2009) job satisfaction has considerable negative correlation with work to family interference (WIF) and family to Work interference (FIW).Many previous researches(Robins, 2005; jobber, 1994) shows its positive relationship with job performance, as job satisfaction leads to higher productivity, less absenteeism and many more positive returns for business. However, the focus of our study is to explore the effects of work-life-conflict on job satisfaction.

2.2 Work life conflict and its relationship with job satisfaction

According to Nadeem & Abbas(2009) work life conflict, WLC arises when the energy and time requirements of one role make it problematic to bring about the obligations of other role. Lockwood(2003) defined work life conflict as “push and pull between family and work requirements”. The main cause is unbalance between the two roles. Work life conflict (WLC) is in contradiction to work life balance (WLB) a situation in which the requirements of job of an individual are in compatibility with his personal life (Lockwood, June 2003). It is a dilemma both for the organizations and for employees to create balance between job responsibilities and family responsibilities. As the studies proved that work life conflict (WLC) effects job satisfaction and productivity (Burke & El-Kot, 2010).

Similarly stated by Nadeem & Abbas(2009) Work life conflict is the result of industrialization. Due to which competition arises and increasing economic activities demand more efforts from employees. Work life conflict has two aspects

1) **Role overload**

It is due to heavy workload on employees, which makes him unable to balance his role in personal life.

2) **Role interference**

It can be of two types (WIF) Work-to-Family interference it arise when work takes priority on family, it has consequences of employee dissatisfaction, high turnover and low organizational performance elaborated by Burke & El-Kot(2010) and second is Family-to-Work interference (FIW) it arise when family responsibilities create hurdles in fulfilling the work duties, source: (Nadeem & Abbas, 2009).

Employee will be dissatisfied from the role, which is causing conflict, (Zhang, Griffeth, & Fried, 2007). Role interference (WIF) and (FIW) have negative correlation with job satisfaction, (Nadeem & Abbas, 2009). The results on the study of (WLC) are inconsistent due to cultural differences, measuring tools, limitation of time series data,(Gupta & Joshi).

H1: There is a significant relationship between work life conflict and job satisfaction.

2.3 Gender

Harris (2004) explained that for the development of organization’s future, international assignments are considered very important. Research indicates that about 50 percent tasks or assignments are international in larger organizations. Regardless of this significant percentage of international assignments, women are still held back for such experiences. This shows the lack of diversity management in the organizations. Organizations are reluctant due to the result of work, partner and family considerations. But this can be mediated by organization and family support. Gender role theory explains that the women have greater involvement in family issues, bringing up her children so they face larger conflict in balancing between family and work.

The literature shows that work family conflict is practiced by males and females in another way. According to Santos & Cardoso (2008) these conflicts are actually gender oriented and this segregation is done in the organization by the cultural system. Culture relates women with the domestic life and associates them with emotional, passionate and sensitive behavior, while men are considered to be rigid, strong, rational, productive and insensitive. Usually women failed to cope with this conflict due to the absence of support. In addition to this Rehman & Roomi (2012) also believed that work family roles are fashioned by stereotypical gender roles just because men are measured to be the “bread earner” and women as the “homemaker”. However In contrast to this some studies says that both men and women experience the same interference between work and family life.

Knudsen (2009) explained that women places their family life as their first priority than work. So this family domain collides more with the work domain as compared to the men. In the recent years the number of women managers increased in the organization. Organizations demand extended working hours and this managerial career asks for fulltime family backup.

H2: there is significant relationship between worklife conflict and gender.

2.4 Job Commitment

Commitment and job satisfaction among workforce is always promoted in the successful organizations. Commitment as defined by Bateman & Strasser (1984) that it involves faithfulness of employees, degree of objective and value congruency with the organization. It is multidimensional in nature. Allen and Meyer (1996) defined psychological association among the organization and their employees. Allen & Meyer (1990) also defined three-component analysis of commitment comprised of

- ◇ **Affective commitment** refers to workforce association in, recognition with and emotional attachment to the organization. So it is as the employee’s wants he will remain stick to the job in the organization. He believed in his job and identified his competencies in his job within the organization.

- ◇ **Continuous commitment** is a cost based that employee identification is associated with leave-taking the organization as it stays with the organization for the reason that they are forced it to do conditionally.
- ◇ **Normative commitment** is based on a sense of compulsion to stay with the organization because they feel they have to do so.

This approach is having a significant role in commitment research concluded by Weibo et al. (2010). Lack of job satisfaction is a predictor of quitting a job explained by Alexander et al. (1997). Job satisfaction is so important that in case of its absence often leads to lethargy and reduced organizational commitment, (Levinson, 1997; Moser, 1997;).

Employee's behavior at work is a widely discussed topic as associated to job satisfaction. Organizations are concerned for the employee satisfaction to attain higher productivity, low turnover, positive returns and decreased turnover. In previous researches, job satisfaction or dissatisfaction is a role of hygiene factors of Herzberg's two-factors. Employees figure out their attitudes towards their jobs by taking into account their beliefs, their behaviors and feelings. Cranny et al. (1992) explained the job satisfaction as differences in perception of an employee that what he wants to receive and what is actually he receiving similar to cognitive and affective reaction. A work force that is motivated and dedicated is a job satisfaction of an employee to provide high quality performance. Robbins (2003) assumed that the job satisfaction is a general attitude of a person towards his/her job.

Bateman & Strasser (1984) explores that job satisfaction is also seem in some researches as the consequences of commitment. This notion is promoted by Lau & Chong (2002) which argues on the basis of research out comes that job satisfaction is identical in those employees who are committed. He further explained that higher commitment leads to higher efficiency at workplace so finally enjoy greater job satisfaction (Hassani & Jalilian, 2012). Hence job satisfaction is not recommended as antecedent; it is suggested as upshot of job commitment.

H3: There is significant relationship between job satisfaction and job commitment.

2.5 Training and development

Berge et al. (2002) elaborates the training and development is a process to ensure that employees have all those knowledge, skills, abilities and attitude which is essential to utilize for effective performance and working outcomes. For the sake of successful training, trainers firstly analysis the need of personals the according to the desired learning outcomes they planed particular pattern and implement it.

Although human resources refer it as a process of acquiring abilities while in Islam development of humans should not be bounded up to workplace, they emphasis on the continues progress of human virtues and spiritual development, (Alam & Muzahid, 2006). Hassi (2012) determines according to Islam that every individual has different level and sort of capabilities, it is recognized by Islam and stated in Quran Pak (2:233): "No soul shall have a burden laid on it greater than it can bear". So from this we have a new room which tells us about the limitation of training and development. There can be simply said that according to one's capabilities, ones can hunt knowledge, skills, abilities and advancements. Islam refers continues developmental struggle for the betterment of workplace and positive contribution to society, (Ali, 2005).

Satisfaction is the phenomena of peace. As Kivimaki and Kalimo, (1994) relates it with the training and development by explaining that degree of employee satisfaction is higher if having number of innovation activities to decision making, to cope with advancements and to enhance quality development. While Cheng and Ho (2001) mingle both concepts of training and development with satisfaction, according to his research both are interrelated with each other. If an employee is satisfied then he or she will struggle and learn with interest in the same way continues learning and career opportunities get employees satisfied at work place environment. Similarly satisfaction at work place is the indicator to measure either employees are going to implement and previously kept on implementing which they acquire through various training sessions and learning opportunities, (Caetano & Velada, 2007).

H4: there is significant relationship between job satisfaction and training & development.

2.6 Quality of life

Rice et al. (1985) defined the elements which are realizing the quality of life. The supposed quality of life stimulate through the work environments and the detached expectations by various conducts. An individual values and concerns when not contented, the desired as well as superficial thoughts when vary from the actual result, due to performing various everyday jobs or household activities both can effects the quality of life cause fluctuation in the quality of life.

The life of both workers and non-workers were influencing by directorial work. Non-workers quality of life face obstacles by work in secondary manner such as child care problem, not having enough time for wife plus ignoring parents. These instigate the behavioral problems in the non-workers like children as a result of their parent

work. The dynamic workplaces and extensive ever-changing job duties deviates the quality of life. Any separate entity quality of life can be inclined with the performance of other entity work roles, (Rice et al., 1985).

There is a weak relation of work life conflict with quality of life. Work life conflict not 100% affects by the quality of life. The quality of life just performs like an intermediary or facilitates the connection at times with the work life conflicts. Quality of life is differentiated into two parts quality of work life and another one is quality of non-work life. The 40% effect is triggered by the facilitation remaining 60% is undeviating effect. Any person quality of life can be attractive by creation of mutual understanding among partners. The level of quality of life seems to be very common in different traditional groups but they are strongly varied in the level of work life conflicts (Md-Sidin, Sambasivan, & Isma, 2010). Hofstede (1984) suggested that if organizations enhance the taste for employees also mollify their needs as they demanded consequently enriched the quality of work life which has a prevalent contribution in overall quality of life.

H5: There is significant relationship between quality of life and work life conflicts.

Research Model

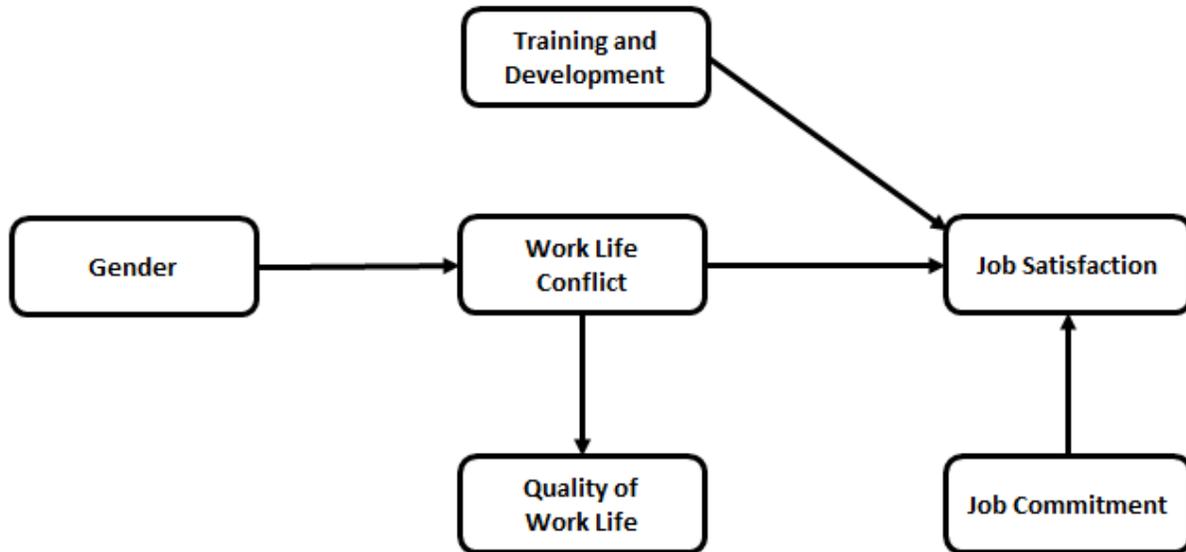


Figure 1. Hypothetical Model of the Research

3. RESEARCH METHODOLOGY

Our questionnaire of this study consisted of 41 items, which measure work life conflict, job satisfaction, job commitment, quality of work life, gender and training & development. This descriptive sort of research provides information regarding the current scenario of work life conflicts and job satisfaction of employees.

3.1 Sample

For the collection of data, employees of different sectors from Bahawalpur including faculty and admin staff of IUB, bankers and hotel managers are selected. 160 close ended questionnaires were rotated from which 150 included, 10 excluded due to invalid responses. Existing study utilizes convenience sampling, which is non-probability sampling technique. This sampling technique is utilized for the sake of speedily collection of data.

3.2 Instrument

Our current study deals with two different domains: first is about the demographic variables. This domain helped us in taking information about the respondent; gender, age, income, education and status. The second domain is about our key area of research. It includes the job satisfaction, job commitment, training & development, quality of work life and work life conflict. These latent variables were assembled on the basis of the past literature and questionnaires.

Previous studies and published helped us in defining the scales of the variables. Job commitment scale was taken from Joreskog & sorbom (1993). Job satisfaction scale was taken from Alvesson (2000). Gender is defined

only in two categories. Work Family Conflict by Netemeyer et al. (1996). These scales has been used for this particular questionnaire.

3.3 Procedere

The questionnaire were distributed among 150 respondents from differnt institutions and industries. Before giving questionnaire , the purpose of the study was explained to them so that they can easily fill the questionnaire with relevant responses. After collecting all completed questionnaire, these questionnaires were coded and entered into SPSS sheet for further analysis.

3.4 Reliabilty analysis

Table 1. Reliability of measurements instrument

Scales	Items	Cronbach Alpha
Training and development	5	0.769
Work life conflict	10	0.881
Job commitment	4	0.782
Job satisfaction	5	0.798
Quality of work life	9	0.628

4. Results and Analysis

Table 2. Profile of the respondents

Variable	Category	Frequency	Percentage
Gender	Male	89	57.1%
	Female	67	42.9%
Age	15-20 years	7	4.5%
	20-25 years	37	23.7%
	25-30 Years	40	25.6%
	30-35 Years	25	16.0%
	35-40 years	20	12.8%
	above 40 years	27	17.3%
Education	Matriculation	13	8.3%
	Inter	19	12.2%
	Bachelor	26	16.7%
	Master	60	38.5%
	MS/M. Phil	20	12.8%
	PHD	18	11.5%
Marital Status	Married	51	32.7%
	Unmarried	100	64.1%
Income	below 15000	43	27.6%
	15000-25000	25	16.0%
	25000-35000	30	19.2%
	35000-45000	12	7.7%
	45000-55000	15	9.6%
	Above 50000	31	19.9%

4.2 Hypothesis testing

Work life conflict and job satisfaction

According to the results of our study there is a significant negative relationship between work life conflict and job satisfaction with ($\beta = -0.315$) and ($p < 0.01$) that means the work life conflict contribute more than 31% to job satisfaction. The more will be the work life conflict the less will be job dissatisfaction because there is significant negative relationship between work life conflict and job satisfaction.

Gender and worklife conflict

According to the results of ANOVA there is no significant difference between male and female with ($F = 0.127$) and significance= 0.711. Its means that male and female are equally affected by work life conflict. According

to many studies such as Santos & Cardoso (2008), Rehman & Roomi (2012) female are more affected from work life conflict in comparison to males but our study shows there is no significant relationship between work life conflict and gender.

Job commitment and job satisfaction

The regression results of the study shows that there is significant positive relationship between job commitment and job satisfaction with ($\beta = 0.388$) and ($p < 0.01$) its mean job commitment contribute more than 38 % to job satisfaction so more will be job commitment the more will be job satisfaction. It is as if a person is more committed to his job he will be more satisfied from his job.

Training & development and job satisfaction

Regression estimates results shows that there is significant positive relationship between job satisfaction and training and development with ($\beta = 0.377$) and ($p = 0.01$) means that training and development contribute more than 37 % to job satisfaction. If a firm wants to enhance job satisfaction of employees, they should specifically focus on training and development.

Work life conflicts and quality of work life

According to the regression results there is significant negative relationship between work life conflict and quality of work life with ($\beta = -0.226$) and ($p < 0.01$) which shows work life conflict contribute more than 22 % to quality of work life. The more will the work life conflict the less will be quality of work life.

The table below summarizes the regression results of the study and figure shows the graphical presentation of research model.

Table 3. Regression Results

Hypothesis	Model variable	Estimate	S.E	C.R	P	Results
H1	WLC → JS	-0.315	0.073	-2.763	***	Supported
H3	JOB COM → JS	0.388	0.073	5.908	***	Supported
H4	T&D → JS	0.377	0.065	5.773	***	Supported
H5	WLC → QOL	-0.226	0.060	-2.871	**	Supported

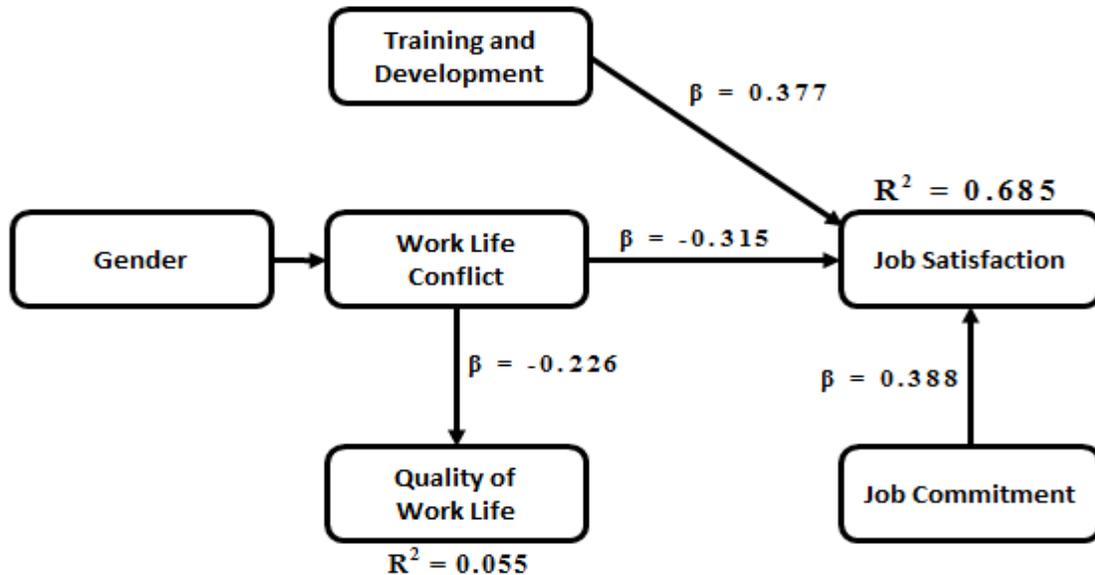


Figure 2. Structural Model Results

5. DISCUSSION

The fundamental objective of our study is to study the relationship between work life conflict and job satisfaction and the secondary objective is to study the effect of job commitment and training and development on job satisfaction and effect of work life conflict on quality of life is also studied. The results of hypothesis testing

allow us to comprehend the relationship between different variables of our research and enable us to verify established hypothesis. Now we will discuss their findings and results one by one

The analysis of our first hypothesis is in line with many previous researches and confirms that there is significant negative relationship between work life conflict and job satisfaction, which is in conformance with the results of (Nadeem & Abbas, 2009). The presence of both (work –family conflict, family-work conflict) or any one aspect of work life conflict negatively effect the job satisfaction of employees. The results supports H1. Presence of WLC creat problems of role interference and role overload which makes it difficult for employee to fulfill their duties effeciently at home or in work place. In order to improve satisfaction level of employees firms should take steps to improve work life balance which in contrast to work life conflict, is in positive relationship with job satisfaction.

It put forward that irrespective towards the work family conflict there is stress by the discordant starring roles which abridged the efficiency largely in work sectors as well as less danger to the non-work life zone. The contentment next to the workplace is vitally meant for complete satisfaction. It seems exciting when we observed the respondents who deliberately thought family to be an important part of life and reason for work family conflicts. Their opinion is the quality of work life should be effective and prominent. If the contribution toward the satisfaction of individual needs and wants is greater it indicates improvement in the quality of work life.

It has been concluded through this study that training and development is positively related with satisfaction, through training and development employees are capable to cope with emerging trends and requirements of latest era. If employees feel themselves competitive and their performance become their appreciation so it encourages them in that particular environment, here they feel satisfied with existing job.

5.1 Implications

Till now we are much aware of the job satisfaction and work life conflict. Recent literature is full of these variables but we are very less aware of the effect of training & development, job commitment and quality of work life over job satisfaction. For this reason, the present study would be valuable for the organizations and the employees as well. Based on this analysis, management then can easily identify the factors that are disturbing employee in carrying out their work. Our study shows that job satisfaction is negatively related to the work life conflict. Hence it's the responsibility of the Human Resource Department to identify the disturbing area and try to help the employee in maintaining their job and family together. Developmental practices enhance not only organizational output but also helps managers to develop their work force according to their needs and deficiency of work life. In the prospect of managers, acquiring right person at right time for particular job and retaining him is major issue; this study explores the features of retaining workforce and also showed new rooms for their development.

5.2 Recommendations

This research is subjected to several numbers of precincts and condemnation that invites future research to fortify the foundation laid, although the result produced are very interesting and useful. From an academic's point of view, our structural model provides a different perspective of job satisfaction affected by work life conflict, job commitment and other mentioned variables as well. Our findings highlight the effect of work life conflict over job satisfaction when accompanied by quality of work life, training & development and job commitment. Furthermore this paper adds value by involving the gender into the structural model that depicts the percentage of job interference in their family life of males and females.

The individuals who are in working must learn how to schedule their job duties and non- work pressures to eliminate conflicts. Make a separation line between the roles so the concentration can equally be divided. Person makes effort to indulge thoughtfully in his hobbies and relish his private time. It prevents them from strain and help in ranking the work and personal roles. We can spread widely this research by comprising other major cities of Pakistan. Further training practices should be random in every organization as it is much influential part of development.

6. Limitation

Sample is limited to only the employees of Bahawalpur, employees was reluctant to give real measures and responses due to organizational influences. Major conflict of work life was not specified. Here the specification of frequent sort of conflicts can enable organizations to develop particular strategies for overcoming it.

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