

Life of Females in Pakistani Aviation: Assessing the Relationship of Work-Family Conflict With Stress and Job Satisfaction

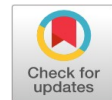
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Abstract: This research analyzes how work-family conflict affects the job performance and job stress of women working in Pakistani aviation. Work-family conflict can be considered an important topic of study in a collectivist culture like Pakistan. A woman is considered a homemaker and tends to operate in allegiance to her family. Therefore, given aviation jobs nature, it is significant to study how women thrive in them. A survey of 200 questionnaires was distributed to female pilots, air hostesses and ground staff. Linear regression and correlation were used to test the hypothesis. A positive correlation was found between work-family, job stress, and job performance. The directing impact of organization support debilitates the connection between work-family conflict and job performance, but it has no moderating role in job stress. Further, the moderating role of collectivist culture was studied, which showed that it weakens the connection between job performance and work-family conflict. However, it has no critical impact on job stress. This research will help supervisors in improving employee-organization relationships. It will also help the organizations design the policies and incentives to help female employees maintain a healthy work-life balance.

Keywords: Work-family conflict, Pakistani women, Working women, Collectivism, Demographics, Women in management

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INTRODUCTION

There is sufficient research that proves when a balance is not formed between the family role one possesses and work demands, it paves the way for conflict that, if not resolved, can lead to troublesome outcomes. Women and their role in society and business have been at the centre of vision for many researchers. Research shows that conflict in the form of 'time' allocated to either family or work is resolved by lowering the degree of work involvement. The outcome of such imbalance has a spillover effect on their performance and participation (Ferla & Graham, 2019; Greenhaus & Beutell, 1985). In Pakistan, various research has been conducted in the fields of banking, teaching, enterprises etc. Recent researchers have dabbled in females' role in work-family conflict concerning sectors such as banking. However, there is very less exposure to the Aviation Industry of Pakistan. Women in Pakistan are usually associated with jobs like doctors, nurses, teachers or those that don't involve being 40,000 feet above the ground. The Pakistani Aviation sector is a growing industry in which women have indulged themselves by providing exceptional services. The characteristic of this job affects the lives of these females as they are continuously stuck between the dilemma of managing their family and fulfilling their job requirements resulting in work-family conflict. It emerges when the individuals from Work and Family experience incompatible requests.

Our research's primary objective is to examine the consequences that arise from work-family conflict among females working in Pakistani aviation that affect job stress and job performance. Furthermore, this research studies the overlapping impact of various structures (i.e., culture, marital status, designation) resulting in work-family conflict. The study will provide a clear view of aspiring female aviation successors by providing them with a realistic view and eliminating any misapprehensions. It will also provide an unseen perspective of various social and cultural dimensions and unveil their impact on females working

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in Pakistani aviation. This will further prompt research on Pakistani aviation, particularly associating with women. Almost no research is available regarding the experiences of females working in this industry. Thus, we have identified the gap, which is about work-family conflict among females working in the aviation industry in the context of Pakistan.

LITERATURE REVIEW

Work-family conflict

As mentioned by (Greenhaus & Beutell, 1985), "It is a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect". Adams, King, and King (1996) argues that it centers around the troubles that employees have in adjusting their work and family obligations. Along with work-family conflict, family-work conflict is another major type of conflict (Frone, Russell, & Cooper, 1992). The most common issues experienced at work in view of abnormalities among work and family are fatigue, poor execution, feeling oneself less capable at work, work displeasure and leaving the movement (Allen, Herst, Bruck, & Sutton, 2000; Netemeyer, Boles, & McMurrian, 1996). In Pakistan, when men get employed, their issues are illuminated, and when women get employed, their issues begin (Asghar, Wahid, Khalid, & Zaheer, 2009). The role of gender is an important element in work-family conflict since one's gender may decide their job in the home or workplace. Here in this research, through Gender-Role Expectation theory (Duxbury, Higgins, & Mills, 1992) the extent to which the work demands of Pakistani women in aviation influence their work to family conflict will be examined. "Gender-role expectations theory contends that women are bound to see their family job as a feature of their social personality than men do and these job desires influence their view of work-family conflict in an unexpected way" (Gutek, Searle, & Klepa, 1991). The level of conflict is often influenced by the assumptions associated with each gender role. Since there is a prejudice that women will cater to the family's needs, this makes them more vulnerable to Work-family conflict (Gutek et al., 1991). Women are perceived more closely by taking care of their family. According to Aycan (2008), People who live in an under-developed economy have a greater tendency to experience work-family conflict than those living in an emerging economy due to their traditionally defined gender roles.

Job performance

As stated by Borman and Motowidlo (1993), "job performance is the capability with which work occupants perform exercises that are formally perceived as a feature of their occupations". Job performance is the degree of worker output concerning others in terms of work (Babin & Boles, 1998). An employee with better execution of the task has better chances of promotion (Van Scotter, Motowidlo, & Cross, 2000). Investing more energy than anticipated, whether in the work environment or inside the family, satisfying the jobs by will or by need, diminishes the execution and results in clashes between work-family jobs and affect life satisfaction (Karatepe & Tekinkus, 2006).

Job stress

According to Lazarus and Folkman (1987), "Stress is the immediate result of an exchange between an individual and their condition which may affect them and, in this way, compromise their prosperity". Whereas the transactional theory suggests that stress is linked with the workplace environment. This experience is typically joined by endeavours to adapt to the fundamental issue and by changes in mental working, conduct and capacity. Some discoveries underline positive, uneven and two-sided connection between work-family conflict and job stress (Karatepe & Bekteshi, 2008). Stress of work is a process that makes a person feel uncomfortable or tense up an illness caused by work, the work environment or work situations encountered. Job stress is a dangerous physical and passionate reaction that happens when the prerequisites of the job don't match with the capacity, assets, or necessities of the worker. As stated by Rivai and Sagala (2011), "Stress is a condition that influences the physical and mental pressure, feelings, manners of thinking, and work conduct".

Organizational support

According to [Allen et al. \(2000\)](#), “Organizational support has been recognized as playing a key role in employees ability to balance work and family responsibilities”. There are three segments of organizational support that are supervisors help, authoritative arrangements and implementations to diminish work-family conflict. The degree of trust that individuals have in their organization regards their responsibilities and care about their development and fulfills their socio-emotional necessities. Supportive organizations are viewed as investing wholeheartedly in their representatives, repaying them decently and taking care of their needs. Organizational support has been perceived as an essential determinant of employee’s well-being and prosperity in associations. Organizational support theory ([Eisenberger, Huntington, Hutchison, & Sowa, 1986](#)), suggests workers build up a worldwide conviction regarding the degree to which an association esteems their commitments and thinks about their prosperity. [Rhoades and Eisenberger \(2002\)](#) demonstrated three noteworthy classes: transparency, supervisory help, and authoritative prizes. Positive job conditions are related to organizational support. The study was initiated to perceive that if supervisors are worried about their representatives’ responsibility to the association, workers are centered on the company’s responsibility to them ([Eisenberger et al., 1986](#)).

Collectivist culture

People living in a collectivist society are more inclined towards groups and their well-being, and individualist people have their focus mainly on themselves. Collectivists are in this manner bound to diffuse awareness of other’s expectations and possession to a bigger gathering (e.g., work-group or office individuals). In contrast, individualists are bound to accept singular accountability and proprietorship. [Spector et al. \(2007\)](#) conducted a comprehensive audit of the set number of work/family research in collectivist nations generally in Asia. Culture is the frameworks of information shared by a moderately huge gathering of people. There are two main types of culture; Collectivist and Individualistic. People who live in a collectivist culture trust that one’s self-character depends on the group they belong to ([Hofstede, 1980](#)). Family is an essential part in collectivist societies ([Hofstede, 1980](#); [Triandis, 1998](#)), and whatever occurs in or to the family influences the person. These distinctions have for quite some time been built up in the administration writing ([Gómez, Kirkman, & Shapiro, 2000](#)). Collectivist societies place a more prominent accentuation on fulfilling the requirements of a bigger gathering, implying that it is more outlandish for people inside a collectivist culture to look for individual advantages, for example, self-personality or viability. According to [Brewer and Chen \(2007\)](#), people in collectivist societies show a more prominent propensity to share among individuals from the gathering.

HYPOTHESES DEVELOPMENT

The impact of work-family conflict on job performance

Various studies have related job performance with work-family conflict. [Karatepe and Tekinkus \(2006\)](#) led an investigation in Ankara, Turkey on hotel representatives and found a huge negative connection between the two variables. The experience of work-family conflict influences work appraisals given to people has been concentrated ([Butler & Skattebo, 2004](#)). On the basis of gender, the study showed that men who encountered work-family conflict were ranked on a low scale as compared to those who did not, however, no distinctions and evaluations were given to women. [Karatepe and Tekinkus \(2006\)](#), also discovered that work-family conflict has an adverse influence on employment execution. According to [Bhuiyan, Menguc, and Borsboom \(2005\)](#), there is a turnaround and significant connection between them. [Patel, Govender, Paruk, and Ramgoon \(2006\)](#), denies the connection between family-work conflict and job performance. Despite what might be expected, [Ashfaq, Mahmood, and Ahmad \(2013\)](#) suggests that work-family conflict hinders the employee’s productivity in the banking sector due to work overburden.

Based on the above literature review, there is still a gap in respect to the Pakistani aviation context. Thus, we are suggesting the following hypothesis:

H1a: Work-family conflict is negatively related to job performance.

The impact of work-family conflict on job stress

The pressure that happens in the working environment results from the attribution of the work, various leveled circumstance and the connection among associates and clients. Ongoing studies have examined the importance of the relation between work-family conflict and stress (Frone et al., 1992; Voydanoff, 2005). According to Greenhaus and Beutell (1985), an individual's other commitments are put on hold when they face pressure and are unable to balance their family or work. Research exists which states discoveries leading to positive uneven and two-sided connection between work-family conflict and stress that arises from the job (Karatepe & Tekinkus, 2006). Kim and Ling (2001), carried out an investigation between stress and work-family conflict and built up a positive connection among the two variables. Chen and Chen (2012), points out that with the rise in job demands, air-hostesses experience greater stress. On average, one air-hostess needs to serve 20 to 50 travellers daily, dealing with different kind of passengers. Their long working hours in a restricted space results in psychological and mental exhaustion, which in turn leads to job-stress. Despite the fact that there has been much research carried out on work stress, there still remains a hole in research that tends to reflect the stressors of female air hostesses in aviation. As a result, they experience psychological as well as health risks. Brewer and Chen (2007) stated that a person's satisfaction in their personal life is strained when they try to balance it with their work. Due to a clash between the perceived role of women in society and job duties, they undergo excessive stress. The theory provides an argument regarding the duties allocated to each gender. Kim and Ling (2001), carried out a study and found a positive link between the two variables. A single loss ensues a chain reaction of losses with the initial one being the loss of energy exerted at work which steers the way for further losses such as loss of recreation or backing from family, which thus could convert into a greater misfortune such as job stress.

Based on the above literature review, there is still a gap in research thus we are suggesting the following hypothesis:

H1b: Work-Family conflict is positively related to job stress

The moderating effect of collectivism on the relation between work-family conflict with job-performance and job-stress

The moderating effect of Collectivism on the relation between work-family conflict with Job-Performance and Job-Stress: Spector (2005), discovered a critical connection where he presented his views regarding working additional hours, which resulted in disengaging them from their family. In cases like Latin America and China, this kind of environment doesn't exist where workers and their relatives perceive work duties for an extensive period of time as a sacrifice for the family. Aycan and Eskin (2005) proposed the idea of job-related guilt as another vital result of work-family conflict. In fact, Aycan and Eskin (2005) carried out research in Turkey and found out that women had higher work-related guilt than men. Spector et al. (2007) examined managers understanding of the work-family conflict. They looked at individualistic societies (Anglo) to collectivist (Asia, East Europe and Latin America). Their examination found that culture acted as a moderator of how work requests linked with work-family conflict, in this connection amongst work request and work-family conflict was more grounded in individualistic societies. Chung and Chung (2009), stated that women in Asian countries often fell prey to the constraints of the predetermined roles that are set for them. Even though in places like Taiwan, there is a large number of female air hostesses. However, their culture makes it difficult for them to prioritize their occupation. Due to the prevailing attitude in the society which requires women to fully keep their household and family first. These days, it is presumed that women living in collectivist society will simultaneously tend to their role as a homemaker and member of the workforce. Another study demonstrated that married women are taking up employment jobs. However, due to the collectivist nature of their society, women are still perceived as caregivers and are assigned roles that force them to put their family first.

The major difference between people in Western and Eastern societies is their inclination toward independence or community. These similar and culturally diverse examinations demonstrate that individuals in various nations over the world encountered work-family conflict, and the impact of this conflict might be more powerful for some cultures more than others depending upon their credence.

Work-family conflict was analyzed by [Yang, Chen, Choi, and Zou \(2009\)](#) amid Chinese and American cultures. Chinese are a group considered to have a collectivist orientation ([Hofstede, 1980](#)). Whereas, Americans are considered to be more individualistic ([Hofstede, 1980](#); [Heine, Lehman, Peng, & Greenholtz, 2002](#)). It was deduced that considerable family demands were encountered by Americans, which ignited work to family conflict. Moreover, the Chinese encountered exceptional work demands, which ignited work to family conflict. In a study by [Yang et al. \(2009\)](#), it was deduced that for an individualistic nation of America, the work demands were less affiliated with work-family conflict than the Collectivist nation of China and that family demands were more strongly associated. However, the outcome of a study by [Spector et al. \(2007\)](#) was that job requirements had a more significant relationship with work-family conflict for an individualistic oriented nation. Furthermore, a study was conducted where it was seen that Iran and Ukraine have a high collectivist orientation in contrast to America. ([Hofstede, 1980](#); [Randall, Cropanzano, Bormann, & Birjulin, 1999](#)). It is seen that American workers tend to go through a smaller degree of work to family conflict.

Based on the above literature review, there is still a gap in research thus we are suggesting the following hypothesis:

H2a: A collectivist culture moderates the effect on job performance that is created by work-family conflict.

H2b: A collectivist culture moderates the effect on job stress that is created by work-family conflict.

The moderating effect of organizational support on the relation between work-family conflict with job-performance and job-stress

The idea of organizational support centres around an employees perception. In this sense, it is characterized as the perception or judgment of a worker regarding the support of the manager ([Yoshimura, 2003](#)). Both organizations and supervisors should brace the financial as well as psychological needs of employees and guide them through task complexities. Thus, organizational support has an effective influence on job performance. [Randall et al. \(1999\)](#), recommend that organizational support is emphatically related full of feeling duty, work fulfillment, execution and organization citizenship behavior, and adversely identified with turnover goals. Thus, Organizational support is identified with positive results, for example, improved temperament as well as enlarged emotional devotion and lower turnover from an organizational point of view. Organizational support is emphatically identified with occupational stressors, work fulfillment, and organizational attachment. [Netemeyer et al. \(1996\)](#) carried out a survey of 399 females at various dimensions of the board in Greek associations. The outcomes showed that both individual and organizational support are significant in deciding work-family conflict and profession results.

Based on the above literature review, there is still a gap in research thus we are suggesting the following hypothesis:

H3a: As the degree of organizational support increases, the negative effect of work-family conflict on job performance will be weakened.

H3b: As the degree of organizational support increases, the negative effect of work-family conflict on job stress will be weakened

Theoretical framework

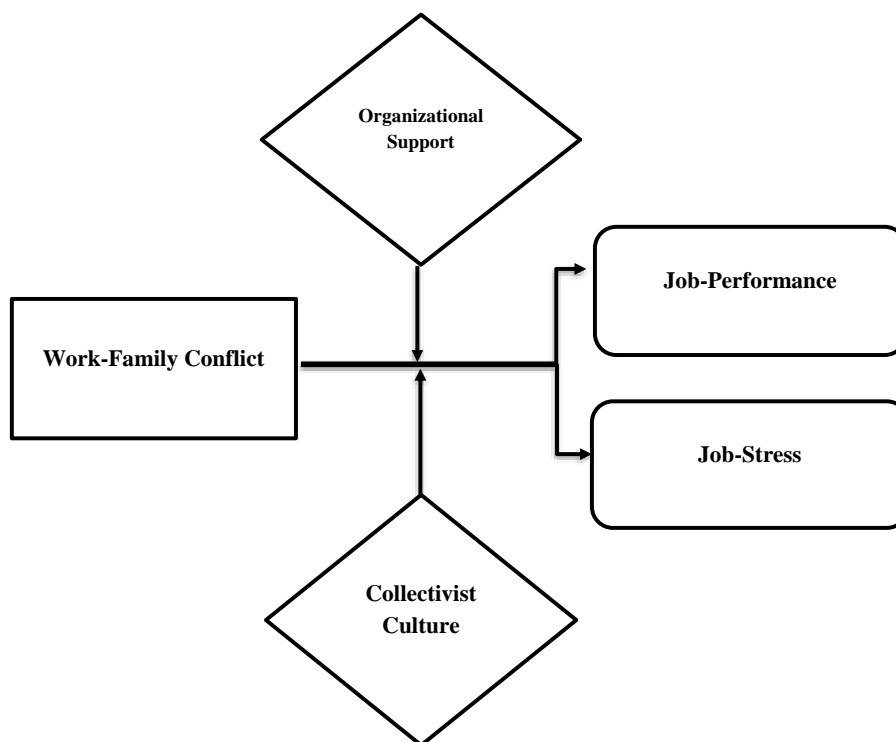


Figure 1. Research framework

RESEARCH METHODOLOGY

Research method

In order to conduct our survey, we used a questionnaire as our primary instrument to collect the responses. The survey comprised of different scales assessing the impact of job performance, work-family conflict, job stress, collectivism as well as organizational support. Our unit of analysis is on individuals since we are specifically targeting females regarding the work-family conflict that occurs as a result of long working hours and extensive work burden. Therefore, the target population for this study were women single and married, working in the Pakistani aviation industry. We used a Likert scale in our research. A total of 210 questionnaires were filled by the respondents, out of which 200 were used for analysis.

Variables

Independent variable:

- Work-Family Conflict

Dependent variable:

- Job-Performance
- Job-Stress

Moderating variable:

- Collectivist Culture
- Organizational Support

Measures

Work-family conflict: It was measured through scale by [Carlson, Kacmar, and Williams \(2000\)](#). Respondents were asked to choose from a Likert scale of 1 to 5 (1 = Strongly Disagree to Strongly Agree). An example item of this scale is "When I get home from my work, I am often too physically tired to participate in family activities/responsibilities". The Cronbach's Alpha for this scale is 0.728.

Organization support: We adapted [Simons, Friedman, Liu, and McLean Parks \(2007\)](#) scale to measure

Organization support. Respondents were asked to choose from a Likert scale of 1 to 5 (1 = Strongly Disagree to Strongly Agree). An example item of this scale is “When my manager promises something related to supporting my work-family balance, I can be certain that it will happen”. The Cronbach’s Alpha for this scale is 0.807.

Job performance: The job performance scale was derived from (?, ?)Williams and Anderson (1991) scale. Respondents were asked to choose from a Likert scale of 1 to 5 (1 = Strongly Disagree to Strongly Agree). An example item of this scale is “I managed to plan my work so that it was done on time”. The Cronbach’s Alpha for this scale is 0.670.

Job stress: We adopted Duxbury et al. (1992) and Stephens and Sommer (1993) scale to measure job stress. Respondents were asked to choose from a Likert scale of 1 to 5 (1 = Strongly Disagree to 7=Strongly Agree). An example item of this scale is “My work keeps me from my family activities more than I would like”. The Cronbach’s Alpha for this scale is 0.818.

Collectivist culture: Triandis (1998) scale was used to measure Collectivist culture in our study. Respondents were asked to choose from a Likert scale of 1 to 5 (1 = Never to Always). An example item of this scale is “Before making a decision, I always consult with others”. The Cronbach’s Alpha for this scale is 0.767.

ANALYSIS

Demographic analysis

Information was gathered from 200 females working in the Pakistani aviation industry. The participants were approached to their workplace, i.e., Airports which include Karachi, Islamabad, Lahore, Peshawar as well as Quetta airport. All the participants were females as our study is primarily on females who are working in this industry. Out of 200 females, 72 were single and 128 were married, 149 were working as Air hostess while 4 were pilots, and other 47 were working as ground staff. The data of respondents is mentioned in Table 1.

Table 1: Respondents’ profile

	<i>N</i>	Percent
Sex		
Male	0	0
Female	200	100
Age		
20-30	81	40.5
31-40	86	43
41-50	19	9.5
Above 50	14	7
Designation		
Pilot	4	2
Air Hostess	149	74.5
Ground Staff	47	23.5
Marital Status		
Single	72	36
Married	128	64
Location		
Sindh	133	66.5
Punjab	51	25.5
KPK	13	6.5
Balochistan	1	.5
Gilgit and Kashmir	2	1

Reliability analysis

As the dependent and independent variable in our hypothesis were both based on a Likert scale, we used regression to test our hypothesis. We used SPSS 23.0 to calculate Cronbach's alpha to test the reliability of the scale. According to Cronbach (1990), if the value of alpha is above 0.6, then it is considered good for research. As seen in Table 2, all the values are therefore reliable. Moreover, after calculating the means of these variables, we came to know that work-family conflict has the highest mean of 4.194 whereas OS has the lowest mean of 3.489 among all the variables. The lowest SD among all the variables is of job performance (0.46717) which shows that it is the most consist amid all.

Table 2: Reliability analysis

Variable	Code	Cronbach's Alpha	Mean	SD
Work-Family Conflict	WFC	0.728	4.194	0.51974
Organization Support	OS	0.807	3.489	0.85040
Job Stress	JS	0.818	4.082	0.56516
Job Performance	JP	0.670	4.142	0.46717
Collectivist Culture	CC	0.767	4.146	0.52224

Correlation

The results of the correlation analysis are shown in Table 3. In general, the connection is highly significant, with 75 per cent of the relationship having a *p*-estimation of under 0.05. A positive correlation is observed between the work-family conflict with job performance and job stress. There is a positive association between work-family conflict with job performance as the Pearson value is .207**. Hence, H1a, which states that work-family conflict is negatively related to job performance is rejected. Also, H1b, which states that work-family conflict is positively related to job stress is supported, the Pearson value is .658* thereby supporting the hypothesis. Moreover, there is a negative correlation between Organization support and job stress (Pearson value -.046) which means that if organization support increases, job stress of women will decrease. In terms of job stress and job performance, there is a highly significant correlation (Pearson value .340**) which indicates that when job stress increases, job performance will also increase.

Table 3: Correlation analysis

	Work family Conflict	Organizational Support	Job Stress	Job Performance	Collectivist Culture
Work family Conflict	1				
Organizational Support	-.075	1			
Job Stress	.658**	-.046	1		
Job Performance	.207**	.084	.340**	1	
Collectivist culture	.234**	.316**	.270**	.426**	1

** Correlation is significant at the 0.01 level (2-tailed).

Pearson value from 0 to 1 indicates a positive relationship, whereas a value from 0 to -1 indicates a negative relationship. The number of respondents are 200.

Regression

The first regression tested the effects of work-family conflict on job performance (H1a). As shown in Table 4, work-family conflict has a highly significant positive effect on job performance ($\beta = 0.186$, $p < 0.005$). This means that a one-unit increase in work-family conflict increases the JP in females by 0.186 units. Adjusted *R* square coefficient from work-family conflict to job performance, indicates the score of 0.038, it means that the family conflict accounts for 38% towards the occurrence of job performance, the rest (62%) are the other factors. The linear regression function for this hypothesis is:

$$Y = 3.360 + 0.186x$$

The second regression tested the effects of work-family conflict on job stress (H1b). As shown

in Table 5, work-family conflict has a highly significant positive effect on job stress ($\beta = 0.716, p < 0.005$). This means that one unit increase in work-family conflict increases the JS in females by 0.716 units. Adjusted *R* square coefficient from work-family conflict to job stress, indicates the score of 0.043, which means that the family conflict accounts for 43% towards the occurrence of job stress, the rest (57%) are the other factors. The linear regression function for this hypothesis is:

$$Y = 1.081 + 0.716x$$

Table 4: Work-family conflict with job performance

Model	B	Std. Error	Sig	<i>R</i>	<i>R</i> Square	Adjusted <i>R</i> Square	Std Error of the Estimate
1 (Constant)	3.360	.264	.000				
JP	.186	.062	.003	.207a	.043	.038	.45817

Table 5: Work-family conflict with job stress

Model	B	Std. Error	Sig	<i>R</i>	<i>R</i> Square	Adjusted <i>R</i> Square	Std Error of the Estimate
1 (Constant)	1.081	.246	.000				
JS	0.716	.058	.000	.658a	.443	.430	.42657

Hypothesis testing

Since the scale used for our hypothesis was Likert scale thus Regression and Correlation test was used to test the hypothesis. The result shows that our hypothesis H1a is false as the value of Pearson correlation is 0.207**, which means that Work-Family Conflict is not negatively related to job performance. Whereas our hypothesis H1b is true as the value of Pearson correlation is 0.658**, which means that Work-Family Conflict is positively related to job stress. This means that when Work-Family Conflict will increase, job stress will also increase.

On the other hand, in order to test our moderating variables, we used the Process tool by Andrew F Hayes in Regression. The hypothesis H2a which states that Collectivist culture moderates the effect on job performance which is created by work-family conflict is true as the value of *R*² is 0.2952, which means that the model explains 29.52% of variations. The moderator Collectivist Culture has a significant impact on the relation between work-family conflict and JP because the value of Int_1 has the same signs (i.e., -0.4372 for LLC1 and -0.2007 for ULC1). The moderator Collectivist Culture is weakening the relationship between work-family conflict and JP because the coefficient value of Int_1 and that of CC_Mean and WFC_Mean have different signs (i.e., -0.3190, 1.5752, and 1.3123 respectively). Whereas, H2b which states that a collectivist culture moderates the effect on job stress that is created by Work-Family Conflict is false as the value of *R*² is 0.4481, which means that the model explains 44.81% of variations. The moderator Collectivist Culture does not have any significant impact on the relation between work-family conflict and JS because the value of Int_1 have opposite signs (i.e., -0.0328 for LLC1 and +0.0938 for ULC1).

Our hypothesis H3a, which states that as the degree of Organizational Support increases, the negative effect of Work-Family Conflict on job performance will be weakened is true as the value of *R*² is 0.1988, which means that the model explains 19.88% of variations. The moderator Organizational Support have a significant impact on the relation between work-family conflict and JP because the value of Int_1 has the same signs (i.e., -0.5145 for LLC1 and -0.2590 for ULC1). The moderator Organizational Support is weakening the relationship between work-family conflict and JP because the coefficient value of Int_1 and that of OS_Mean and WFC_Mean have different signs (i.e., -0.3868, 1.7108, and 1.4641 respectively). Whereas, H3b which states that as the degree of Organizational Support increases, the negative effect of Work-Family Conflict on job stress will be weakened is false as the value of *R*² is 0.4376, which means that the model explains 43.76% of variations. The moderator Organizational Support does not have any significant impact on the relation between work-family conflict and JS because the value of Int_1 have opposite signs (i.e., -0.2113 for LLC1 and +0.0476 for ULC1).

Table 6: Moderating role of organizational support on the relationship between job performance and work-family conflict

	Coeff	SE	<i>t</i>	<i>p</i>	LLCI	ULCI
Constant	-.0848	.9694	-.0875	.9304	-1.9966	1.8270
WFC_Mean	.9849	.2235	4.4076	.0000	.5442	1.4256
OS_Mean	.3528	.2832	1.2457	.2144	-.2058	.9114
Int_1	-.0818	.0656	-1.2469	.2139	-.2113	.0476

Table 7: Moderating role of organizational support on the relationship between job stress and work-family conflict

	coeff	SE	<i>t</i>	<i>p</i>	LLCI	ULCI
Constant	-2.3210	.9565	-2.4266	.0161	-4.2073	-.4347
WFC_Mean	1.4641	.2205	6.6405	.0000	1.0293	1.8989
OS_Mean	1.7108	.2795	6.1216	.0000	1.1597	2.2620
Int_1	-.3868	.0648	-5.9721	.0000	-.5145	-.2590

Table 8: Moderating role of collectivist culture on the relationship between job performance and work-family conflict

	Coeff	SE	<i>t</i>	<i>p</i>	LLCI	ULCI
Constant	-2.3264	.0940	-2.5736	.0108	-4.1092	-.5437
WFC_Mean	1.3123	.2342	5.6043	.0000	.8505	1.7741
CC_Mean	1.5752	.2356	6.6854	.0000	1.1105	2.0399
Int_1	-.3190	.0600	-5.3186	.0000	-.4372	-.2007

Table 9: Moderating role of collectivist culture on the relationship between job stress and work-family conflict

	coeff	SE	<i>t</i>	<i>p</i>	LLCI	ULCI
Constant	.1935	.9677	.1999	.8417	-1.7150	2.1019
WFC_mean	.8089	.2507	3.2268	.0015	.3145	1.3033
CC_Mean	.2577	.2522	1.0217	.3082	-.2397	.7552
Int_1	-.0328	.0642	-.5109	.6100	-.1594	.0938

Results

The final result of our hypothesis is shown in Table 10, indicating whether a hypothesis is accepted or rejected.

Table 10: Hypothesis summary

Hypothesis	Status
H1a. Work-Family conflict is negatively related to Job performance.	Rejected
H1b. Work-Family conflict is positively related to Job Stress	Accepted
H2a. A Collectivist culture moderates the effect on Job performance that is created by Work-Family conflict	Accepted
H2b. A Collectivist culture moderates the effect on Job stress that is created by Work-Family conflict	Rejected
H3a. As the degree of Organization support increases, the negative effect of Work-Family Conflict on Job performance will be weakened.	Accepted
H3a. As the degree of Organization support increases, the negative effect of Work-Family Conflict on Job stress will be weakened.	Rejected

DISCUSSION

This study reviews the connection of Work-Family Conflict with job performance and job stress. The findings show that Work-Family Conflict has a significant positive effect on job performance and

job stress. Our first hypothesis (H1a) is rejected as the results show a positive correlation between Work-Family Conflict and job performance. The result of the first hypotheses test shows that work-family conflict has a positive influence on job performance ($\beta = 0.186$ $p < 0.005$). In other words, employees are still devoted to their work duties, although they have to balance their binary roles either at work or at family. Thus, it indicates that women married or single, both despite facing Work-Family Conflict aimed at fulfilling their task due to which there is a positive effect on job performance. These results are further supported by research which was conducted on Spa employees in Bali, where Work-Family conflict led to an increase in job performance. Our hypothesis is supported by a study conducted in Bali in which they also tested the negative effect on Work-Family Conflict on job performance. Their results indicated that it is positively related to job performance. It is observed that women have a tendency to work more in stress in order to distract themselves. Moreover, the family conflict has two dimensions, in the family to work conflict, the family is given preference overwork whereas, in work to family conflict, you give preference to work. Though in Work-family conflict, there is an impact on the incumbent's family life, but job performance isn't affected due to prioritizing work. Our second hypothesis (H1b) is confirmed as the results show a positive correlation between Work-Family Conflict and job stress. This is due to a continuous imbalance between the job roles and family demands resulting in job stress. When the level of Work-Family Conflict increases, job stress will also increase. The third hypothesis (H2a) is true, which means that Collectivist culture moderates the effect on job performance which is created by WFC. Whereas, H2b is false, which means that Collectivist culture does not moderate the effect on job stress that is created by Work-Family Conflict. Our hypothesis H3a, which states that as the degree of Organizational Support increases, the negative effect of Work-Family Conflict on job performance will be weakened is true. Whereas, H3b is false, which means that the degree of Organizational Support increases, the negative effect of Work-Family Conflict on job stress will be weakened.

Limitations and suggestions for future research

There is still room for investigation regarding the Work-Family Conflict of women working in Pakistani aviation. Firstly, we collected data from a sample size of 200 respondents, which is comparatively less in deducing the output of Work-Family Conflict; thus, for future research, the sample size should be increased in order to get more accurate and clear results. Moreover, as our research was based primarily on quantitative analysis, it solely cannot cover every aspect. Therefore, to get more insider information and in-depth knowledge regarding this matter, quantitative as well as qualitative research should be conducted comprising of interviews, questionnaires and observation of employees. As our research focuses on a service industry, there is still a gap in terms of manufacturing and self-employed businesses that should also be included. Moreover, due to time constraint, we applied only one dimension of Hofstede (Collectivism). For further work, we will suggest to consider other dimensions of Hofstede such as Power Distance, Masculinity and Feminism in the Pakistani context. Moreover, future study can be conducted in the same context with respect to family to work conflict in order to check how family demands shape job performance and job stress. Unlike the current one where work requirement shapes family demands.

CONCLUSION AND IMPLICATIONS

The study examined the impact of Work-Family Conflict on job performance and stress using the moderating role of Collectivist culture and Organizational support. The result shows that there is a positive association between Work-Family conflict with job stress and job performance. This means that when Work-family conflict increases, job stress and job performance will also increase. As there is a negative correlation between Organization support and Work-Family Conflict, it helps in reducing the effect on job performance and job stress. This study also indicates that age and location do not have any influence on work-family conflict. However, marital status and designation have indeed an influence on Work-Family Conflict. The findings from our study show that family support and flexible working hours have a significant impact on reducing Work-Family Conflict among females. Moreover, our research will help supervisors in improving employee-organization relationships. It will also help the organizations to design the policies and incentives that will help female employees to maintain a healthy work-life balance.

The study will provide a clear view of the aspiring female aviation successors by providing them with a realistic view and aid in eliminating any misapprehensions.

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