

**Impact of Work Family Conflict and Work Centrality
on job behavior and organizational outcomes;
(A study on service sector in Pakistan)**

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**Impact of Work Family Conflict and Work Centrality
on Job Behavior and Organizational Outcomes;
(*A study on service sector in Pakistan*)**

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
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the faculty of Management Sciences
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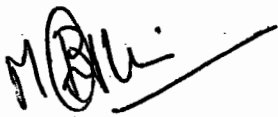
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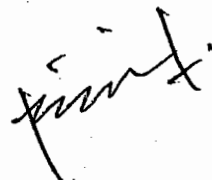
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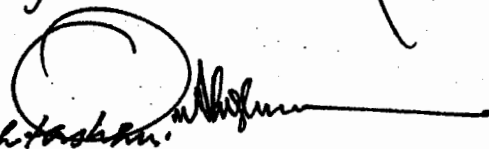
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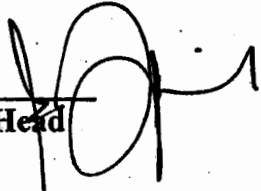
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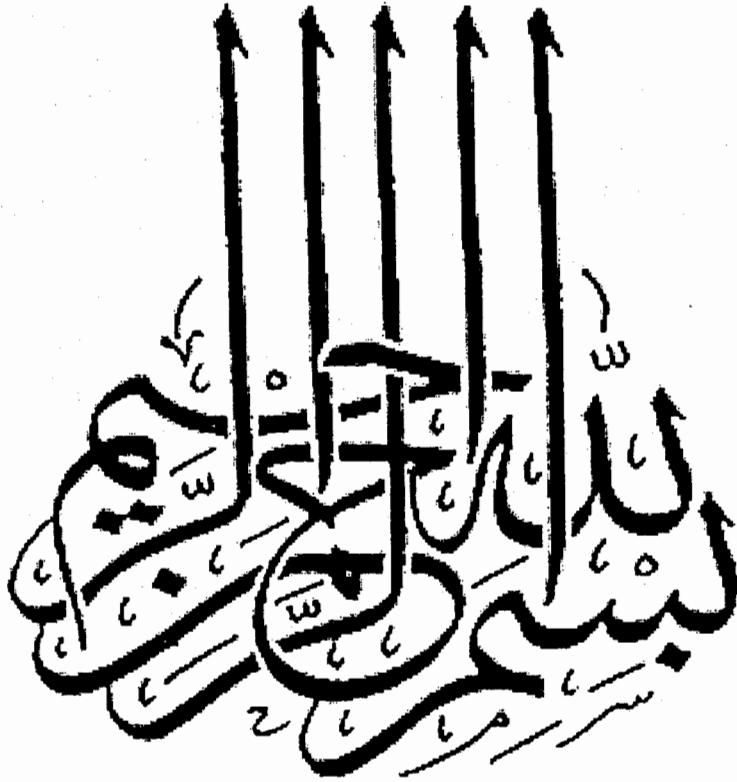
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Dedication

“To all my family members, specially my loving parents without their love, unending support, encouragement, and generous prayers I could not have been where I am today.”



***IN THE NAME OF ALLAH, THE MOST
BENEFICIENT AND THE MOST
MERCIFUL***

ABSTRACT

This study investigates the mediating role of job satisfaction and organizational commitment in determining the relationship between work centrality and OCB and Job performance. The study also analyzes the mediating role of job satisfaction and organizational commitment in determining the relationship between work family conflict and intention to quit and stress in service sector of Pakistan. Data was collected from 352 respondent working in service sector in Pakistan. The method proposed by Barron and Kenny (1986) was used to test the mediating effect. The result shows that organizational commitment mediates the relationship between work centrality and job performance while job satisfaction partially mediates the relationship between work centrality and job performance. The mediating role of organizational commitment and job satisfaction in determining the relationship between work family conflict and intention to leave and stress did not emerge. The gender differences were also explored in the current study to find out the mediating role of organizational commitment and job satisfaction in determining the relationship of work centrality and work family conflict with performance, OCB, stress and turnover intention.

Keywords: work family conflict, work centrality, job satisfaction, organizational commitment, turnover intention, job stress, work performance and organization citizenship behavior.

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DECLARATION

I hereby declare that this thesis, neither as a whole nor as a part thereof has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidance of my supervisor.

No portion of the work presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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ABBREVIATIONS

WFC	Work Family Conflict
WC	Work Centrality
JS	Job Satisfaction
OC	Organizational Commitment
TI	Turnover Intention
JST	Job Stress
JP	Job Performance
OCB	Organizational Citizenship Behavior
Ctrl Var.	Control Variable.

CHAPTER 1

INTRODUCTION

1.1 Introduction and Background

Work Family Conflict (WFC) is considered as one of the key research area in organizational sciences. There has been growing evidence that the concerns related to work-family conflict are important to individuals, organizations, and policy makers. These concerns relate to life satisfaction, work-life balance, and career success at individual level (Greenhaus, Collins, Shaw, 2003; Kirchmeyer, 2006; Ford, Heinen, Langkamer, 2007). These issues further have impact on job behavior in organization e.g. stress, burnout, Organization Citizenship Behavior (OCB) and on organizational outcomes like job satisfaction and organizational commitment (Goff, Mount and Jamison, 1990; Lambert, Hogan and Barton, 2003; Bedeian, Burke and Moffett, 1988, Meyer, Stanley, Hersovitch and Topolnysky, 2002). Due to its growing importance, ample research has been conducted in this area during last few decades. Past research demonstrates that wok family conflict has adverse effect on employee's family relations and also causes stress (Googins, 1991; Williams and Alliger, 1994).

The lower level of work family conflict leads to higher level of job satisfaction, increased organizational commitment, whereas, high level of work family conflict leads to lower level of job satisfaction, organizational commitment, life

satisfaction, high burnout, and stress (Beutell & Berman, 1999; Boles, Johnston, & Hair, 1997; Kossek & Ozeki, 1998; Thompson, Beauvais, & Lyness, 1999; Organ & Ryan, 1995; Major, Klein, and Ehrhart.,2002).

Work Centrality has been another important research area in organizational behavior. Evidence has been found that individuals who have high levels of work centrality enjoy their job which further leads to higher job satisfaction, and have strong bonding with their organizations, which leads to high level of organizational commitment and also exert extra efforts doing their job which further leads to high performance (B. Uçanok, 2009).

These two important aspects of organizational behavior research i.e. work centrality and work family conflict have been ignored in organizational behavior research in Pakistan and very little evidence is available in literature. Therefore it is imperative to find out the relationship of work family conflict and work centrality on job behaviors and organizational outcomes in Pakistan.

This study is focused on the effect of work family conflict and work certainly on various organizational outcomes and on job behavior in service industry at Pakistan. The results of study will be helpful for service organizations operating in Pakistan to consider the effect of these factors on the job behavior of individuals which ultimately leads to organizational performance. This study has analyzed the intervening role of job satisfaction and organizational commitment in determining the relationship of work centrality with organizational citizenship behavior and job performance. The study has also analyzed the intervening role of job satisfaction and organizational commitment in determining the relationship of work family conflict with job stress and intention to leave.

In Pakistan the main responsibilities of family care are on females where as main responsibilities of work to earn for families are on males. From last few years, a lot of female have started to work in different organizations. Due to their work they are responsible for their jobs and also for their home (children and family). Gender difference produces distinct experience for men and women in the organization (Fraser & Hodge (2000). Research focused on work family conflict in gender perspective has mixed results, some studies have found no gender differences while on the other hand some studies have found gender differences (Casper and Lockwood, 2005; Mcelwain, Korabik and Rosin, 2005; Watai , Nishikido and Murashima, 2008). Gender differences also affect work centrality of individuals as research has shown the moderation effect of gender on work centrality (Mannheim, 1993). Therefore it is imperative to investigate that whether these differences between male and female will have an impact on stress, turnover intention, job performance and OCB.

1.2 Rationale of Study

This study is mainly focused on effect of work family conflict and work centrality on organizational outcomes and on job behavior. This important area has been ignored in organizational research in Pakistan. To the best of author's knowledge there has been only one study conducted in Pakistan in which work family conflict has been indirectly discussed with respect to work life policy (Bashir and Ramay, 2008). This study is also aimed to fill up the gap on these issues in service industry of Pakistan. The findings of this study will be useful for service organizations operating in Pakistan.

The main purpose of this study is:

1. To ascertain intervening role of job satisfaction and organizational commitment on the relationship of work centrality with organizational citizenship behavior and job performance in the service industry in Pakistan.
2. To establish intervening role of job satisfaction and organizational commitment on the relationship of work family conflict with stress and turnover intention in the service industry in Pakistan.
3. To find out the effect of gender in determining the mediating role of organizational commitment and job satisfaction on the relationship of work family conflict, work centrality with turnover intention, job stress, OCB and job performance.

1.3 Definitions of Terms and Concepts

1.3.1 Job Stress

Job Stress has been defined as “the experience of negative emotional states such as frustration, worry, anxiety and depression attributed to work related factors” (Kyriacou, 2001). It has also been defined as “a situation in which some characteristics of the work situation are thought to cause poor psychological or physical health, or to cause risk factors making poor health more likely.” (Beehr, 1995, p.11.)

1.3.2 Job Satisfaction

Job satisfaction refers to “an employee's affective or emotional response to his or her particular job” (Cranny, Smith, & Stone, 1992). Job satisfaction is a central and extensively researched variable in organizational psychology (Locke, 1976) and defined as “feeling or affective state that employees have towards their Job” (Brayfield & Rothe, 1951), “an emotional affective response to a job or specific aspect of a job” (Spector, 1985) and as a “pleasurable or positive emotional state resulting from an appraisal of one's job” (Locke, 1969).

1.3.3 Organizational Commitment

Organizational commitment as an attitude is most often defined as (1) A strong desire to remain member of particular organization (2) a willingness to exert high levels of effort on behalf of the organization (3) a definite belief in, and acceptance of, the values and goals of the organization (Mowday, Porters & Steers, 1982). Organizational commitment is a willingness to exert high levels of effort on behalf of the organization (Mowday, Porters & Steers, 1982) and high level of

organizational commitment can result in higher productivity (Mathieu and Zajac, 1990).

1.3.4 Turnover Intention

Turnover intention has been defined as “a conscious and deliberate willfulness to leave the organization” (Tett and Meyer, 1993, p. 262).

1.3.5 Organizational Citizenship Behavior (OCB)

OCB as behavior is referred to as “discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of the organization” (Organ, 1988). Katz and Kahn (1966) defined OCB as “it includes any gestures that lubricate the social machinery of the organization and do not directly adhere to the usual notion of task performance”. Five categories of OCB have been identified which include altruism, courtesy, conscientiousness, sportsmanship, civic virtue (Organ, 1988).

Later research incorporated different categories of OCB including objective performance, altruism, courtesy, civic virtue, sportsmanship (MacKenzie, Podsakoff & Fetter, 1991, 1993) OCBI, OCBO Williams & Anderson (1991), organizational obedience, organizational loyalty, organizational participation; social, advocacy, functional Van Dyne, Graham & Dienesch (1994) helping behavior, sportsmanship, civic virtue Podsakoff, Ahearne & MacKenzie (1997)

1.3.6 Job performance

Job Performance has been defined as task specific behavior (relates to obligatory behaviors) and contextual specific behavior (do not fulfill specific aspects

of job's required role) (Borman & Motowidlo, 1993). Campbell (1993) defined job performance as behavior.

1.3.7 Work Centrality

Work centrality is defined as individuals' beliefs regarding the degree of importance that work plays in their lives (Paullay, Alliger, Romero., 1994).

1.3.8 Work Family Conflict

Work-family conflict has been defined as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985).

1.4 Objectives of the Study

The interest in work family issues and work centrality has been increased in recent years as extensive research has been conducted on these issues in different perspectives. Therefore it is worthwhile to conduct research on work family issues and work centrality in perspective of Pakistan.

The main objectives of this study are:

- To investigate the intervening role of job satisfaction and organizational commitment in determining the relationship of Work centrality with OCB and Job Performance.
- To investigate the intervening role of job satisfaction and organizational commitment in determining the relationship of work centrality with OCB and job performance.
- To investigate the gender effects in determining the intervening role of job satisfaction and organizational commitment on the above relationships.

1.5 Research Questions

This study has been aimed to investigate the following major four questions:

- How work centrality will effect job satisfaction and organizational commitment which further will have an impact on OCB and Job performance?
- Do job satisfaction and organizational commitment mediate the relationship of work centrality with OCB and job performance?
- How work family conflict will effect job satisfaction, organizational commitment which further will have an impact on stress and turnover intention?
- Do job satisfaction and organizational commitment mediate the relationship of work family conflict with stress and turnover intention?
- Do gender differences affect the intervening role of job satisfaction and organizational commitment in determining the relationship of work family conflict and work centrality with OCB, job performance, stress and turnover intention?

CHAPTER 2

LITERATURE REVIEW

2.1 Previous Research on Model of Study

2.1.1 Work Family Conflict

Work family conflict is defined as “incompatibility between one’s family role with the demands of one’s job role and vice versa” and ‘a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect’ (Frone and Rice 1987; Kahn et al., 1964; Greenhaus & Beutell, 1985). Roles consist of specific behaviors that are expected from a person engage in a specific social position (Sarbin and Allen, 1968). Role theory indicates that both work and family domain demands numerous and multiple roles from one individual which results in inter-role conflict (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Inter-role conflict has been defined as incompatibility between various roles expected from an individual (Frone and Rice (1987). Likewise, work-family conflict (WFC) occurs when there is incompatibility between one’s family role with the demands of one’s job role and vice versa (Frone and Rice 1987; Kahn et al., 1964; S.L. Boyar, D.C. Mosley Jr., 2007). Thus, increased role performance in one domain (such as work)

results in decreased role performance in the other domain (such as family) (Frone and Rice, 1987).

The antecedents of Work Family Conflict can be classified into three categories: work domain variables, non-work domain variables, and demographic variables (Byron 2005). Long working hours and heavy work loads are antecedents of WFC (Frone 2003; Greenhaus & Beutell 1985) and high level of WFC can result in lower level of job satisfaction (Lambert, Hogan, & Barton, 2003). Different meta-analyses have examined the relation between work–family conflict and its consequences, such as job satisfaction, life satisfaction, burnout, and absenteeism (Allen, Herst, Bruck, & Sutton, 2000; Kossek & Ozeki, 1998).

The two major type of work family conflicts have been identified by previous research: work interfering with family (WIF) and family interfering with work (FIW), job-related variables influence on work interference with family while family-related variables influence on family interference with work (Frone, Russell, & Cooper, 1992; Gutek, Searle, & Kiepa, 1991; Kossek & Ozeki, 1998). Role conflict typically provoke negative mood, and these negative moods lead to negative job attitudes (e.g., Beehr & Glazer, 2005). Both forms of conflict have been associated with strain, higher absenteeism levels and negatively associated with turnover intention. (Goff, Mount, and Jamison 1990; Netemeyer, Boles, & McMurrin, 1996). WFC has been empirically linked to various work-related attitudinal variables, such as job satisfaction, work distress, organizational commitment, and turnover intention (Boyar et al., 2003; Carlson & Kacmar, 2000; Frone et al., 1992; Frone, Russell, & Cooper, 1997).

This study will analyze the effect of WFC on stress and turnover intention by analyzing the intervening role of job satisfaction and organizational commitment on organizational outcomes.

2.1.2 Mediating role of job satisfaction and organizational commitment between work family conflict- turnover intention and job stress.

Job satisfaction is a central and extensively researched variable in organizational psychology (Locke, 1976) and defined as “feeling or affective state that employees have towards their Job” (Bray field & Rothe, 1951), “an emotional affective response to a job or specific aspect of a job” (Spector,1985) and as a “pleasurable or positive emotional state resulting from an appraisal of one's job” (Locke, 1969).

Agho et al. (1993) proposed three different antecedents i.e. role ambiguity, role conflict and role overload that direct lower level of job satisfaction. Work family conflict is an antecedent of job satisfaction (Bedeian, Burke & Moffett, 1988). The relationship of work family conflict has been found to be negatively related with job satisfaction and organizational commitment (Allen, Herst, Burck, & Sutton, 2000; Bruck, Allen, & Spector, 2002; Carlson & Kacmar, 2000). Whereas, WFC has been found to be positively related with stress and turnover intention (Carlson & Kacmar, 2000; Major, et al., 2002 and Anderson, Coffey & Byerly., 2002; Lambert, Hogan, Griffin 2007). The research conducted by Judge and Colquitt (2004) revealed that there exist a negative relationship between work family conflict and job satisfaction whereas positive relationship between work family conflict and stress. The research also supports the negative relationship between job satisfaction and stress (Anderson, Coffey & Byerly., 2002; Davis & Wilson, 2000). Job satisfaction also has negative

relationship with turnover intention (Caroline A. Gaither, Abir A. Kahaleh, William R. Doucette, David A. Mott, Craig A. Pederson, Jon C. Schommer, 2008).

It is argued that job satisfaction is relevant to role conflict such as work family conflict (Bedeian, Burke & Moffett, 1988) and also outcomes variables in the organization i.e. turnover intention, and job stress (Jon C. Schommer, 2008) ; Judge and Colquitt 2004). Hence job satisfaction can be placed as a central construct which mediates the relationship between role conflict and organizational outcomes.

Therefore following hypothesis are proposed:

Hypothesis 1: Job Satisfaction mediates the relationship between work family conflict and turnover intention.

Hypothesis 2 Job Satisfaction mediates the relationship between work family conflict and job stress.

Organizational commitment is a willingness to exert high levels of effort on behalf of the organization (Mowday, Porters & Steers, 1982). Organization commitment is considered as a very important factor in determining the withdrawal behaviors and commitment is positively correlated with attendance (Steers and Rhodes, 1978; Mathieu and Zajac, 1990) and negatively correlated with lateness (Mowday et al, 1982), absenteeism (Clegg, 1983) and turnover (Mathieu and Zajac, 1990). Commitment to organizations is positively related to such desirable outcomes as job satisfaction (Bateman and Stasser, 1984; Mowday, Porter, and Steers, 1982, motivation Mowday, Porter, and Steers, 1979, and attendance Mathieu and Zajac, 1990; Steers and Rhodes, 1975) and negatively related to outcomes such as absenteeism and turnover (Clegg, 1983; Cotton and Tuttle, 1986).

2.1.3 Work Centrality

In the light of Protestant work ethic theory (Weber,1930), the work centrality concept was proposed by Dubin's (1956) as "formulation of work as a central life interest". Work centrality is defined as individuals' beliefs regarding the degree of importance that work plays in their lives (Paullay, Alliger, Romero., 1994). Work centrality consists of strong beliefs about the central value and importance of work in one's life and people who consider work as a central life interest have strong identification with work (Brooke, Russell and Price 1988) ; Kanungo, 1982; MOW International Research Team, 1987; Hirschfeld and Feild (2000), Manhimem(2003). It has been recognized by previous research that work centrality has strong positive influence on work related outcomes.

2.1.4 Mediating Role of organizational commitment and Job Satisfaction between Work centrality and Job Performance and OCB.

Diefendorff, Brown, Kamin, and Lord (2002) conducted a research and revealed that work centrality has a positive relationship with OCB and Job Performance. Mannheim, Baruch and Tal. (1997) in their study revealed a positive relationship of work centrality with job satisfaction, organizational commitment and job performance. Brooke, et al., (1988) conducted a study and revealed that affective organizational commitment is positively correlated with work centrality.

Therefore work centrality positively predicts organizational commitment and organizational commitment has most strongest and positive relationship with job performance and organizational citizenship behavior (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). Organizational commitment is positively related to overall performance (Jaramillo, Mulki & Marshall, 2005). Meyer et al. (2002) conducted a meta analysis of antecedents, correlates and consequences of Affective commitment,

continuance commitment and normative commitment and found out that affective commitment is positively related to overall performance. Brooke, et al., (1988) conducted a study and revealed that affective organizational commitment is positively correlated with work centrality. Affective commitment is positively related to overall job performance (Meyer et al., 1989). Meyer et al. (2002) conducted a Meta analysis of antecedents, correlates and consequences of Affective commitment, continuance commitment and normative commitment and found out that affective commitment is positively related to overall performance. Organizational commitment is positively related to job performance (Jaramillo, Mulki & Marshall, 2005). Performance of highly committed employees is also expected to be better than less committed ones (Mowday, Porter and Dubin, 1974).

The individuals who possess high level of work centrality are more committed and satisfied with their jobs due to this they exert extra effort in their work which results in high level of job performance and engage in extra role behavior such as OCB (B. Uçanok, 2009). Work centrality is antecedent of organizational commitment Mathieu and Zajac (1990) and organizational commitment has also a positive relationship with job performance and OCB therefore It is hypothesized that:

Hypothesis 5: Organizational commitment mediates the relationship between work centrality and job performance.

Hypothesis 6: Organizational commitment mediates the relationship between work centrality and OCB.

Work centrality is found to be positively related with “job satisfaction” (Uconbak 2009; Hirschfeld & Field, 2000). Whereas job satisfaction also

positively related with “job performance” (George and Jones, 1997; Judge et.al., 2002) and OCB (Organ and Ryan, 1995; Mannheim, Baruch and Tal, 1997) and also found to be an antecedent of OCB (Oreilly and Chatman, 1986; Moorman, Niehoff and Organ, 1993). Therefore it is argued that that individuals over high on work centrality are more satisfied with their jobs which results in higher job performance and OCB. Hence it is hypothesized that:

Hypothesis 7: Job Satisfaction mediates the relationship between work centrality and Job performance.

Hypothesis 8: Job Satisfaction mediates the relationship between work centrality and OCB.

2.1.5 Work family conflict, work centrality and Gender

Gender is defined as a “socially constructed script that prescribes different personality characteristics, values, attitudes, behaviors, and activities for women and men” (West & Zimmerman, 1991). In the organizational context “Gender is a socially constructed individual variable that is made salient in organizational settings and thus produces distinct experiences for men and women in the organization” (Fraser & Hodge , 2000).

Women may have different values than men, thus they will have different feelings towards the role conflict they experience (Corrigall and Konrad, 2006). These societal-level differences between the lives of men and women may mean that women anticipate different amounts of work-family conflict than men because males and females tend to have somewhat different expectations and experiences in the home and at work domains (Watai, Nishikido and Murashima, 2008). Gender differences

are “indicative of different experiences of a workplace and results different outcomes within a single workplace” (Fraser & Hodge; 2000).

Therefore, gender differences may influence the mediating role of Organizational Commitment, Job Satisfaction in the relationship of work-family conflict and work centrality (Independent Variable) with Stress, Turnover Intention, OCB and Job Performance (Dependent Variables). Hence it is hypothesized:

Hypothesis 9:

The mediating role of organizational commitment and job satisfaction differs for male and female in determining the relationship between work family conflict and Turnover Intention.

Hypothesis 10:

The mediating role of organizational commitment and job satisfaction differs for male and female in determining the relationship between work family conflict and Stress

Hypothesis 11:

The mediating role of organizational commitment and job satisfaction differs for male and female in determining the relationship between work centrality and Job performance.

Hypothesis 12:

The mediating role of organizational commitment and job satisfaction differs for male and female in determining the relationship between work centrality and OCB.

2.2 Theoretical frame work:

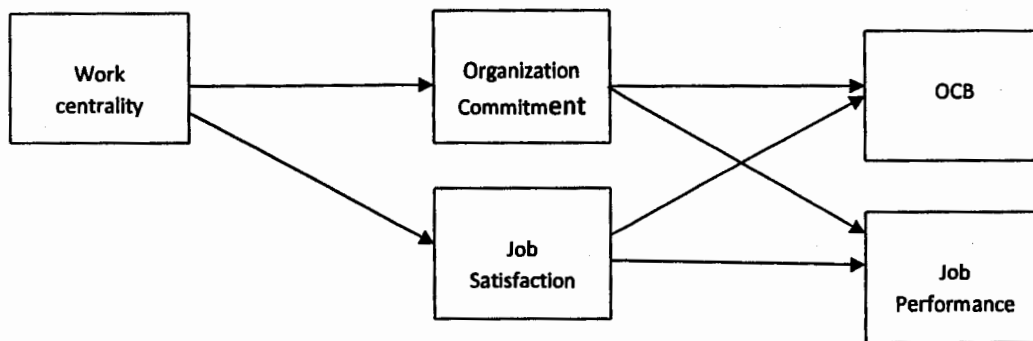


Figure-1 Intervening role of organizational commitment, job satisfaction on the relationship between work centrality (independent variable) and OCB, Work Performance (dependent variable)

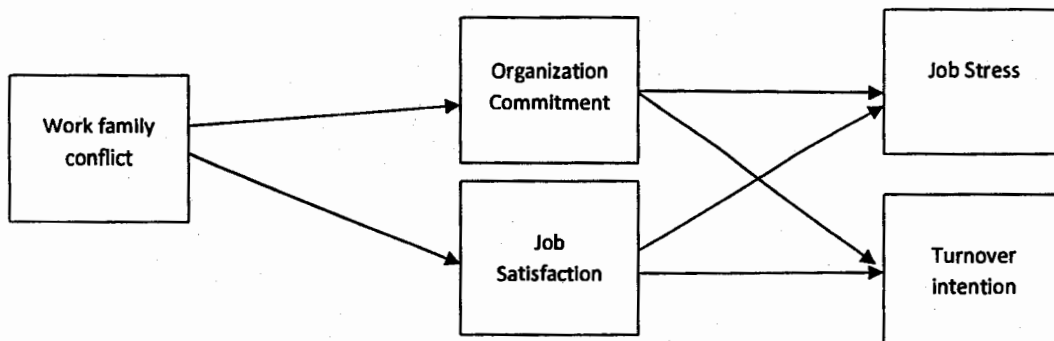


Figure-2 Intervening role of organizational commitment, job satisfaction on the relationship between work family conflict (independent variable) and Job Stress, Intention to leave (dependent variable)

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Type of Study

This is field study conducted in organizational settings. For the purpose of this study cross sectional survey research method was used for data collection.

3.2 Sample of Study

The target population for the study was teachers working in schools, faculty working in universities, banking industry, software houses and employees in hospitals mainly located in Rawalpindi/ Islamabad and its adjacent areas. The sample is collected on the basis of convenience sampling.

3.3. Description of Instrument

3.3.1 *Work Centrality Scale:*

The work centrality scale developed by Paullay, Alliger and Stone-Romero (1994) was adapted. The adapted scale consists of five items. An example item is "The major satisfaction in my life comes from my work rather than my family." Responses were measured by using 05 point Likert type scale where "1= strongly disagree to 5=strongly agree".

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3.3.2 *Work-Family Conflict Scale:*

The scale developed by Gutek, Searle and Klepa (1991) containing 8 items to measure work family conflict was used. Out of these eight items 04 items relate to Work interference with Family (WIF) and 04 items relate to Family interference with work (FIW) by using 05 point Likert type scale where “1= strongly agree to 5=strongly disagree”. The example items are: 1. “After work, I come home too tired to do some of the things I ‘d like to do” and 2. “I’m often too tired at work because of the things I have to do at home”.

3.3.3 *Job Satisfaction*

To measure job satisfaction the 6 items scale developed by Agho, Mueller, and Price (1983) was used. An example item is “All in all I am satisfied with my job.” Responses will be measured by using 05 point Likert type scale where “1= strongly disagree to 5=strongly agree”.

3.3.4 *Organizational Commitment:*

To measure organizational commitment the 9 items scale developed by Mowday Steers and Porter (1982) was used. An example item is “I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.” Responses are measured by using 05 point Likert type scale where “1= strongly disagree to 5=strongly agree”.

3.3.5 *Organizational Citizenship Behavior (OCB):*

To measure organizational citizenship behavior the 24 items scale developed which describe five dimensions of OCB (Altruism, Conscientiousness,

Sportsmanship, Courtesy, Civic Virtue) developed by Podsakoff, MacKenzie, Moorman and Fetter (1990) is used. For single measurement of OCB these items are used after combining (Pillai, Schriesheim, & Williams, 1999). Responses were measured by using 05 point Likert type scale where "1= strongly disagree to 5=strongly agree".

3.3.6 Job Performance

To measure job performance the 7 items scale developed by William and Anderson (1991) was used. An example item is "I adequately complete assigned duties" Responses were measured by using 05 point Likert type scale where "1= strongly disagree and 5=strongly agree".

3.3.7 Job Stress

To measure job stress the four items scale developed by Motowidlo et al. (1986) was used. An example item is "My job is extremely stressful." Responses were measured by using 5 point Likert type scale where "1= strongly disagree to 5=strongly agree".

3.3.8 Turnover Intention

To measure Turnover Intention the three items scale developed by Kopelman, Rovenpor, and Millsap, (1992) was used. An example item is "I want to leave this organization very much" Responses were measured by using 5 point Likert type scale where "1= strongly disagree to 5=strongly agree".

3.4 Data Collection:

The data was collected through a questionnaire having close ended questions from Rawalpindi and Islamabad on convenience sampling basis. About 650 questionnaires were distributed to different people and a time of one week was given to them to fill this questionnaire. Questionnaires were formed by using 5 points Likert scale (1 for Strongly Disagree) and (5 for Strongly Agree). Out of 625 questionnaires 378 questionnaires were returned which lead to response rate of 60%. 26 questionnaires were discarded due to non completion of these questionnaires properly. Finally statistical tests were applied on 352 questionnaires.

3.5 Statistical Analysis

After collection of data first of all the reliability of data is tested through Cronbach- α . To test the hypotheses, Ordinary least squares (OLS) regression and Bivariate analysis are used to see effect of all independent variables (Work Centrality and Work Family Conflict) on dependent variables (OCB , Job Performance, Stress and Turnover Intention) and effect of mediating variables (organizational commitment and job satisfaction) on association between independent variables and dependent variables. A correlation matrix is used to find the association between variables. All statistical results are calculated by using SPSS.

CHAPTER 4

RESULTS AND ANALYSIS

4.1 Mean, Standard Deviation and Reliability

Cronbach's α is employed to test instrument reliability. Hair et al. (1998, p. 88) indicated that "Cronbach's alpha is used to measure reliability that ranges from 0 to 1, with values of 0.60 to 0.70 deemed as the lower limit of acceptability."

S.No.	Variable	Cronbach's α Reliability	Mean	Standard Deviation
1.	Work Family Conflict	0.76	2.8249	0.823
2.	Work Centrality	0.82	3.347	1.004
3.	Job Satisfaction	0.69	3.5480	0.744
4.	Organization commitment	0.85	3.511	0.873
5.	OCB	0.86	3.610	0.702
6.	Job performance	0.73	3.638	0.752
7.	Stress	0.72	2.923	0.787
8.	Turnover Intention	0.73	2.641	1.071

Table-1 Reliability, Mean and Standard Deviation of all the variables.

The Cronbach's alpha of all the variables is given in table 4.1. From the table it is revealed that Cronbach's alpha of all the variables under this study is above than 0.70 therefore the reliability of variables is acceptable. The mean value for work family conflict is 2.8249 and S.D is 0.823, mean value for work centrality is 3.347 and S.D. is 1.004, mean value for job satisfaction 3.5480 and S.D. 0.744, mean value for organizational commitment is 3.511 and S.D. is 0.873, mean value for OCB is 3.610 and S.D. is 0.702, mean value for job performance is 3.638 and S.D. is 0.752, mean value of stress is 2.923 and S.D. is 0.787 and mean value for turnover intention is 2.641 and S.D. is 1.071.

4.2 Demographics of Data

4.2.1 Age Group

Age group	Frequency	Percentage
20-25	114	32.38%
26-35	153	43.46%
36-45	46	13.06%
46-55	28	7.9%
56 and above	11	3.2%
Total	352	100%

Table-2 Frequency of age group of participants

Out of 352 participants 114 participants have the age range of 20-25 years , 153 participants were from the age group of 26-35 years, 46 participants fall in the age group of 36-45 years , 28 participants fall in the age group of 46-55 years and only 11 participants fall in the age group of 56 and above.

4.2.2 Gender

Sex	Frequency	Percentage
Male	215	61%
Female	137	39%
Total	352	100%

Table-3 Gender wise frequency of participants

Out of 352 participants 215 participants were male which are the 61% of total sample and 137 participants were female which were the 39% of total sample.

4.2.3 Marital Status

	Frequency	Percentage
Married	166	47%
Unmarried	186	53%
Total	352	100%

Table-4 Marital status of participants

Out of 352 participants 166 participants were married which were 47% of the sample and 186 participants were unmarried which were 53% of sample.

4.2.4 Organization Type

	Frequency	Percentage
University	76	21.5%
School	78	22%
Banks	73	20.7%
Software Houses	69	19.8%
Hospital	56	16%
Total	352	100%

Table-5 Frequency of participants with organization type

Out of 352 participants 76 participants i.e. 21.5% of entire sample were from universities, 78 participants i.e. 22% of entire sample were from Schools, 73 participants i.e. 20.7% of entire sample were from banks, 69 participants were from software houses i.e. 19.8% of the entire sample and 56 participants were from hospitals i.e. 16% of entire sample.

4.2.5 Nature of Organization

	Frequency	Percentage
Public Sector	149	42%
Private Sector	203	58%
Total	352	100%

Table-6 Frequency of participants with nature of organization

Out of 352 participants 149 participants i.e. 42% were from public sector, 203 participants i.e. 58% were from private sector.

4.3 Control Variables

Age, marital status, type of organization, nature of organization were taken as control variable because different level of age group, different types of organization, different nature of organization and marital status can effect the result.

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	1	2	3	4	5	6	7	8
Job Satisfaction (1)	1							
Organizational Commitment (2)	.527**	1						
OCB (3)	.432**	.508**	1					
Job performance (4)	.420**	.416**	.612**	1				
Work Centrality (5)	.388**	.451**	.409**	.250**	1			
Work Family Conflict (6)	-.178**	-.076	-.153**	-.099	.076	1		
Stress (7)	-.256**	-.166**	-.085	-.066	-.088	.276**	1	
Turnover Intention (8)	-.220**	-.200**	-.228**	-.112*	-.100	.415**	.249**	1

*p < .05, **p < .01

Table 7- Correlation Matrix

Table 7 presents the association between all variables. All of the study variables appear correlated in the direction expected from the previous literature. Further, the mediator and dependent variables were highly correlated with each other. From the table it is revealed that Work Family Conflict has a negative association with Job Satisfaction ($r = -0.178, p < .01$) and OCB ($r = -0.153, p < .01$) whereas positive association with Stress ($r = 0.276, p < .01$). Work Centrality has a positive association with Job Satisfaction ($r = 0.388, p < .01$), Organizational Commitment ($r = 0.451, p < .01$), OCB ($r = 0.409, p < .01$) and Job performance ($r = 0.250, p < .01$). The table also represents positive association between Job Satisfaction and Organizational Commitment ($r = 0.527, p < .01$), OCB ($r = 0.432, p < .01$) and Job performance ($r = 0.420, p < .01$) while have negative association with Stress ($r = -0.256, p < .01$) and Turnover Intention ($r = -0.220, p < .01$). Organizational Commitment has a positive association with OCB ($r = 0.508, p < .01$) and positive association with Job performance ($r = 0.416, p < .01$) while have a negative association with Stress ($r = -0.166, p < .01$) and ($r = -0.200, p < .01$).

4.4 Regression Analysis

To find out mediation effect of hypothesis, the method proposed by Baron and Kenny (1986) was used. Following steps proposed by them, were used to check the mediating effect

First to check the main effect of independent variables on dependent variables, two step regressions were run. In the first step control variables were entered and in the second step independent variables were entered to predict dependent variable.

To find out mediation effect three step hierarchical regression analyses were performed. In the first step control variables were entered, in second step mediating variables were entered and in third step independent variable were entered into regression equation.

4.4.1 Regression Analysis between Work Family Conflict, Turnover Intention and Job Stress (Job Satisfaction and Organizational Commitment as a mediator)

Table-8 presents the relationship between work family conflict and Turnover intention whereas Job Satisfaction and organizational commitment as mediators. When main effect of work family conflict was checked with turnover intention, the result showed that work family conflict significantly predict Turnover Intention with ($\beta = 0.448, p < .000$) in case of entire sample, ($\beta = 0.489, p < .000$) in case of male sample and ($\beta = 0.377, p < .021$) in case of female sample. To find out mediation effect three step hierarchical regression analysis was performed.

The results revealed that when intervening variable job satisfaction was entered into the equation no significant change in effect of work family conflict on Turnover Intention was observed with ($\beta = 0.426, p < .000$) in case of entire sample, ($\beta = 0.439, p < .000$) in case of male sample and ($\beta = 0.374, p < .000$) in case of female sample whereas job satisfaction significantly predict Turnover Intention with ($\beta = -0.208, p < .000$) in case of entire sample, ($\beta = -0.308, p < .000$) in case of male sample and in case of female sample it was not significant ($\beta = -0.095, p < .284$) which shows that job satisfaction does not mediates the relationship between work family conflict and Turnover Intention in case of entire sample, male and female sample. Therefore hypothesis 1 and hypothesis 9 is rejected.

The results revealed that when intervening variable organizational commitment was entered into the equation no significant change in effect of work family conflict on was observed with ($\beta = 0.352, p < .000$) for entire sample and ($\beta = 0.413, p < .000$) for male sample ($\beta = 0.211, p < .014$) for female sample. On the

other hand organizational commitment significantly predicted Job Stress with ($\beta = -0.117, p < .029$) for entire sample and with ($\beta = -0.191, p < .007$) and with ($\beta = -0.158, p < .075$) which shows that organizational commitment does not mediate the relationship between work family conflict and Job Stress in case of entire sample, male and female sample. Therefore hypothesis 3 and hypothesis 9 is rejected.

	Dependent Variable: Turnover Intention								
	Entire Sample			Male			Female		
Mediation Effect	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
Step-1									
Ctrl Var		0.042			0.030			0.030	
Step-2									
WFC	0.448***	0.243		0.489***	0.268		0.377***	0.170	
Mediation Effect									
Step-1									
Ctrl Var		0.042			0.030			0.030	
Step-2									
JS	-0.208***	0.085	0.043***	-0.308***	0.120	0.090***	-0.095	0.039	0.009
Step-3									
WFC	0.426***	0.261	0.176***	0.439***	0.295	0.175***	0.374***	0.176	0.137***
Mediation Effect									
Step-1									
Ctrl Var		0.042			0.030			0.030	
Step-2									
OC	-0.158**	0.067	0.025**	-0.336***	0.139	0.109***	-0.027	0.031	0.001
Step-3									
WFC	0.443***	0.262	0.195***	0.442***	0.325	0.187***	0.380***	0.173	0.142***

***p<.001, **p<.01, *p<.05

Table -8 Mediating roles of organizational commitment and job satisfaction in determining the relationship between work family conflict and turnover intention

Dependent Variable: Stress									
	Entire Sample			Male			Female		
Main Effect	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
Step-1									
Ctrl Var		0.015			0.001			0.023	
Step-2									
WFC	0.356***	0.141		0.434***	0.188		0.199*	0.062	
Mediation Effect									
Step-1									
Ctrl Var		0.015			0.001			0.023	
Step-2									
JS	-0.239***	0.071	0.056***	-0.290***	0.080	0.079***	-0.257*	0.085	0.062*
Step-3									
WFC	0.325***	0.174	0.013***	0.384***	0.214	0.134***	0.191***	0.121	0.036***
Mediation Effect									
Step-1									
Ctrl Var		0.015			0.001			0.023	
Step-2									
OC	-0.117*	0.029	0.014*	-0.191*	0.036	0.035*	-0.158	0.047	0.024
Step-3									
WFC	0.352***	0.152	0.123***	0.413***	0.199	0.163***	0.211	0.090	0.043

***p<.001, **p<.01, *p<.05

Table -9 Mediating roles of organizational commitment and job satisfaction in determining the relationship between work family conflict and stress

Table 9 presents the relationship between work family conflict and Job Stress whereas Job Satisfaction and organizational commitment as mediators. When main effect of work family conflict was checked with job stress, the result showed that work family

conflict significantly predict Job Stress with ($\beta = 0.356, p < .000$) in case of entire sample, ($\beta = 0.434, p < .000$) in case of male sample and ($\beta = 0.199, p < .021$) in case of female sample. The results revealed that when intervening variable job satisfaction was entered into the equation no significant change in effect of work family conflict on Job Stress was observed with ($\beta = 0.325, p < .000$) in case of entire sample, ($\beta = 0.384, p < .000$) in case of male sample and ($\beta = 0.191, p < .023$) in case of female sample whereas job satisfaction significantly predict Job Stress with ($\beta = -0.239, p < .000$) in case of entire sample, ($\beta = -0.290, p < .000$) in case of male sample and ($\beta = -0.257, p < .003$) in case of female sample which shows that job satisfaction does not mediate the relationship between work family conflict and Job Stress in case of entire sample, male and female sample. Therefore hypothesis 2 and 10 are rejected.

The results revealed that when intervening variable organizational commitment was entered into the equation no significant change in effect of work family conflict on Job Stress was observed with ($\beta = 0.352, p < .000$) for entire sample and ($\beta = 0.413, p < .000$) for male sample ($\beta = 0.211, p < .014$) for female sample. On the other hand organizational commitment significantly predicted Job Stress with ($\beta = -0.117, p < .029$) for entire sample and with ($\beta = -0.191, p < .007$) and with ($\beta = -0.158, p < .075$) which shows that organizational commitment does not mediate the relationship between work family conflict and Job Stress in case of entire sample, male and female sample. Therefore hypothesis 4 and 10 are rejected.

4.4.2 Regression Analysis between Work Centrality, Job performance and OCB. (Job Satisfaction and Organizational Commitment as a mediator).

	Dependent Variable: Job Performance								
	Entire Sample			Male			Female		
	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
Main Effect									
Step-1									
Ctrl Var		0.016			0.027			0.026	
Step-2									
WC	0.292***	0.101		0.153*	0.050		0.362***	0.152	
Mediation Effect									
Step-1									
Ctrl Var.		0.016			0.027			0.026	
Step-2									
JS	0.428***	0.198	0.182***	0.367***	0.154	0.127***	0.473***	0.238	0.212***
Step-3									
WC	0.142**	0.215	0.017**	0.034	0.155	0.001	0.195*	0.268	0.030*
Mediation Effect									
Step-1									
Ctrl Var.		0.016			0.027			0.026	
Step-2									
OC	0.449***	0.218	0.202***	0.361***	0.153	0.126***	0.460***	0.227	0.201***
Step-3									
WC	0.102	0.226	0.008	0.013	0.153	0.00	0.201*	0.259	0.032*

***p<.001, **p<.01, *p<.05

Table-10 Mediating roles of organizational commitment and job satisfaction in determining the relationship between work centrality and work performance

Table-10 presents the relationship between work centrality and work performance whereas Job Satisfaction and organizational commitment as mediators. When main

effect of work centrality was checked with job performance, the result showed that work centrality significantly predict work performance for entire sample with ($\beta = 0.292, p < 0.001$) for male with ($\beta = 0.153, p < 0.024$) for female with ($\beta = 0.362, p < 0.000$).

The results revealed that when intervening variable job satisfaction was entered into the equation the effect of work centrality on work performance was reduced to ($\beta = 0.142, p < .007$) in case of entire sample, ($\beta = 0.034, p < \text{Non significant}$) in case of male sample and ($\beta = 0.195, p < .023$) in case of female sample. On the other hand job satisfaction significantly predict work performance with ($\beta = 0.428, p < .001$) for entire sample, ($\beta = 0.367, p < .000$) for male sample and ($\beta = 0.473, p < .001$) which shows that job satisfaction partially mediates the relationship between work centrality and work performance in case of entire sample and female while fully mediates the relationship in case of male sample. Therefore hypothesis 5 is partially accepted and hypothesis 11 is accepted.

The results revealed that when intervening variable organizational commitment was entered into the equation the effect of work centrality on work performance was reduced to ($\beta = 0.102, p < .060$) for entire sample, ($\beta = 0.013, p < \text{Non Significant}$) in case of male sample and ($\beta = 0.201, p < .020$) in case of female sample. On the other hand organizational commitment significantly predict work performance with ($\beta = 0.449, p < .001$) in case of entire sample ($\beta = 0.361, p < .000$) in case of male sample and ($\beta = 0.460, p < .000$) in case of female sample which shows that organizational commitment partially mediates the relationship between work centrality and work performance in case of entire sample and female sample while fully mediates the

relationship in case of male sample. Therefore hypothesis 7 is partially accepted and hypothesis 11 is accepted.

	Dependent Variable: OCB								
	Entire Sample			Male			Female		
Main effect	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
Step-1									
Ctrl Var.		0.011			0.014			0.036	
Step-2									
WC	0.440***	0.204		0.334***	0.124		0.484***	0.263	
Mediation effect									
Step-1									
Ctrl Var		0.011			0.014			0.036	
Step-2									
JS	0.444***	0.206	0.195***	0.386***	0.155	0.141***	0.462***	0.238	0.202***
Step-3									
WC	0.312***	0.287	0.081***	0.232**	0.202	0.047**	0.352***	0.336	0.098***
Mediation effect									
Step-1									
Ctrl Var		0.011			0.014			0.036	
Step-2									
OC	0.542***	0.303	0.292***	0.477***	0.235	0.221***	0.536***	0.289	0.253***
Step-3									
WC	0.236***	0.346	0.043***	0.150*	0.252	0.017*	0.311***	0.362	0.073***

***p<.001, **p<.01, *p<.05

Table -11. Mediating roles of organizational commitment and job satisfaction in determining the relationship between work centrality and OCB.

Table-11 presents the relationship between work Centrality and OCB whereas Job Satisfaction and organizational commitment as mediators. When main effect of work centrality was checked with OCB, the result showed that work centrality significantly

predict OCB with ($\beta = 0.440, p < .001$) in case of entire sample, ($\beta = 0.334, p < .000$) in case of male sample and ($\beta = 0.484, p < .000$) in case of female sample.

The results revealed that when intervening variable job satisfaction was entered into the equation no significant change in effect of work centrality on OCB was observed with ($\beta = 0.312, p < .001$) in case of entire sample, ($\beta = 0.232, p < .001$) in case of male sample and ($\beta = 0.352, p < .000$) in case of female sample whereas job satisfaction significantly predict OCB with ($\beta = 0.444, p < .001$) in case of entire sample, ($\beta = 0.386, p < .000$) in case of male sample and ($\beta = 0.462, p < .000$) in case of female sample which shows that job satisfaction does not mediate the relationship between work centrality and OCB in case of entire sample, male and female sample. Therefore hypothesis 6 is rejected.

The results revealed that when intervening variable organizational commitment was entered into the equation no significant change in effect of work centrality on OCB was observed with ($\beta = 0.236, p < .000$) for entire sample and ($\beta = 0.352, p < .000$) for female sample ($\beta = 0.311, p < .000$) whereas in case of male sample the effect of work centrality was reduced on OCB with ($\beta = 0.150, p < .027$). On the other hand organizational commitment significantly predict OCB with ($\beta = 0.542, p < .001$) for entire sample and with ($\beta = 0.477, p < .001$) and with ($\beta = 0.536, p < .001$) which shows that organizational commitment partially mediate the relationship between work centrality and OCB in case of male whereas it does not mediate in case of entire sample and female sample. Therefore hypothesis 8 is rejected and hypothesis 12 is accepted.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Discussion

The results show that Job Satisfaction does not mediate the relationship between work family conflict and turnover intention. Therefore hypothesis 1 is rejected. The results also show that organizational commitment does not mediate the relationship between work family conflict and turnover intention. Therefore hypothesis 3 is also rejected. The results show that job satisfaction does not mediate the relationship between Work family conflict and stress. Therefore hypothesis 2 is rejected. The results show that organizational commitment does not mediate the relationship between work family conflict and stress. Therefore hypothesis 4 is rejected. Therefore, organizational commitment, job satisfaction and work family conflict are independent constructs and are equally important in predicting stress and turnover intention of employees which is also supported in previous studies e.g. (Carlson & Kacmar, 2000; Anderson, Coffey & Byerly., 2002; Lambert, Hogan, Griffin., 2007; Schommer, 2008).

The results show that Job Satisfaction partially mediates the relationship between Work Centrality and Job performance. Therefore hypothesis 5 is partially accepted.

The results show that Job Satisfaction does not mediate the relationship between work centrality and OCB. Therefore hypothesis 6 is rejected. The results also show that Organizational Commitment partially mediates the relationship between Work Centrality and job performance. Therefore hypothesis 7 is partially accepted. Organizational commitment does not mediate the relationship between work centrality and OCB. Therefore hypothesis 8 is also rejected. Therefore job satisfaction and organizational commitment are important construct which are caused by work centrality and which affect job performance more significantly than work centrality over a period of time.

Therefore work centrality positively predicts organizational commitment and organizational commitment has most strongest and positive relationship with job performance and organizational citizenship behavior. The employees who are work centered enjoys high level of job satisfaction and organizational commitment which results in higher performance. However, in case of OCB work centered employees perform OCB regardless of their job satisfaction and organizational commitment. But organizational commitment, job satisfaction are important constructs in determining OCB of employees.

Previous research shows that work centrality, job satisfaction and organization commitment effect job performance (Uconbak 2009; Meyer et. al, 2002; Hirschfeld & Field, 2000) and OCB (Organ and Ryan, 1995; Mannheim, Baruch and Tal, 1997).

In case of gender the result shows that Job Satisfaction and organizational commitment do not mediate the relationship between work family conflict and turnover intention. Therefore hypothesis 9 is rejected. The result also shows that Job

Satisfaction and organizational commitment do not mediate the relationship between work family conflict and stress. Therefore hypothesis 10 is rejected.

The results revealed that organizational commitment, job satisfaction and work family conflict are independent constructs and are equally important in predicting Stress and Turnover Intention in case of both male and female and no gender differences were found in predicting this relationship. These results are also supported by previous research that no gender differences were found (Casper and Lockwood, 2005).

The results also revealed that Job Satisfaction and organizational commitment fully mediates the relationship between work centrality and work performance in case of male sample whereas job satisfaction and organizational commitment partially mediates the relationship between work centrality and work performance in case of female sample therefore hypothesis 11 is accepted. These results are also supported by previous research where gender difference were found (Fraser & Hodge, 2000; Mcelwain, Korabik and Rosin, 2005; Watai , Nishikido and Murashima, 2008). The results revealed that male develop organizational commitment and job satisfaction over a period of time which more significantly effect work performance than work centrality. Female also develop commitment and job satisfaction over a period of time which also significantly effect work performance than work centrality but have less effect as compare to male.

The results also showed that job satisfaction does not mediated the relationship between work centrality and OCB both for male and female, whereas organizational commitment partially mediates the relationship between work centrality and OCB in case of male sample and does not mediate in case of female therefore hypothesis 12 is partially accepted. The results revealed that job satisfaction and work centrality are

independent constructs and are equally important in predicting OCB in case of both male and female and no gender differences were found in predicting this relationship. However, male develop organizational commitment over a period of time which significantly effects OCB than work performance.

5.2 Conclusion:

This study explored the mediating role of job satisfaction and organizational commitment in determining the relationship between work family conflict and outcomes (turnover intention and stress) in service sector of Pakistan. The study also analyzed the mediating role of job satisfaction and organizational commitment in determining the relationship between work centrality and outcomes (OCB and Work performance). The mediating role of organizational commitment and job satisfaction in determining the relationship between work family conflict and intention to leave and stress did not emerge of service sector in Pakistan. The result shows that organizational commitment mediates the relationship between work centrality and work performance while job satisfaction partially mediates the relationship between work centrality and work performance. Gender differences were also explored in the research. In case of work family conflict no gender differences were found in determining the mediating role of job satisfaction and organizational commitment with stress and intention to leave. While in case of work centrality gender differences were found in determining the mediating role of organizational commitment with work performance and OCB. However no gender differences were found in determining the mediating role of job satisfaction with work performance and OCB.

5.3 Limitations and future research

Although this study explored the mediating role of organizational commitment and job satisfaction in determining the relationship of work family conflict and work centrality with organizational outcomes (stress, turnover intention, work performance and OCB) but this research has also some limitations.

The study specifically focused on service sector of Pakistan therefore findings may not apply to other sectors therefore future research can explore other sectors as well to verify these findings. The study was a cross sectional study therefore its findings may not be pertinent for longitudinal purposes. The study exclusively incorporated only four organizational outcomes which are stress, turnover intention, work performance and OCB other organizational outcomes like absenteeism, actual turnover can also be explored in future research. Fourthly this study only focused on WFC as a single construct, types of work family conflict such as WIF and FIW could be explored independently to find out there effect on job behavior and organizational outcomes. Fifth this study also employed work centrality as a single construct other work related attributes such as job involvement and protestant work ethic can also be explored with work centrality. Sixthly the job satisfaction and organizational commitment were considered as mediating variables; other variables such as job involvement can also be analyzed as mediating variables in determining the relationship between work family conflict, work centrality and organizational outcome (stress, turnover intention, performance and OCB). The results can vary on the basis of different age groups, marital status and type of organization which may be considered for future research.

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Job Satisfaction

1. I often get bored with my job.
2. I feel fairly well satisfied with my present job
3. I am satisfied with my job for the time being
4. Most days I am enthusiastic about my work
5. I like my job better than the average worker does
6. I find real enjoyment in my work.

Organizational Commitment

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
2. I talk up this organization to my friends as a great organization to work for.
3. I would accept almost any type of job assignment in order to keep working for this organization.
4. I find that my values and the organization's values are very similar.
5. I am proud to tell others that I am part of this organization.
6. This organization really inspires the best in me in the way of job performance.
7. I am extremely glad I chose this organization to work for over others I was considering at the time I joined.
8. I really care about the fate of this organization.
9. For me, this is the best of all organizations for which to work.

OCB

1. I help others who have heavy workload.
2. I am always ready to lend a helping hand to those around me.

3. I help others who have been absent.
4. I willingly help others who have work-related problems.
5. I help in orienting new people even though it is not required.
6. I am one of conscientious (thorough, diligent, hardworking) employee.
7. I believes in giving an honest day's work for an honest day's pay.
8. My attendance at work is above the norm.
9. I do not take extra breaks.
10. I obey company rules and regulations even when no one is watching.
11. I am the classic "squeaky wheel" that always needs greasing
12. I consume a lot of time complaining about small matters
13. I tend to make "mountains out of molehills"
14. I always focuses on what's wrong, rather than the positive side
15. I always finds fault with what the organization is doing
16. I try to avoid creating problems for co-workers.
17. I consider the impact of my actions on co-workers
18. I do not abuse the rights of others.
19. I take steps to try to prevent problems with other employees.
20. I am mindful of how my behavior affects other people's jobs
21. I keep abreast of changes in the organization.
22. I attend meetings that are not mandatory, but are considered important.
23. I attend functions that are not required, but help the company image.
24. I read and keep up with organization announcements, memos, and so on.

Work Performance

1. I adequately complete assigned duties
2. I fulfill responsibilities specified in my job description.

3. I perform tasks that are expected by me
4. I meet formal performance requirements of my job
5. I neglect aspects of the job I am obligated to perform
6. I engage in activities that will directly affect my performance
7. I fail to perform essential duties

Work Centrality

1. In my view, an individual's personal life goals should be work oriented
2. The major satisfaction in my life comes from my work
3. The most important things that happen to me involve my work
4. Work should be considered central to life
5. Overall, I consider work to be very central to my existence

Work Family Conflict

1. After work, I come home too tired to do some of the things I'd like to do.
2. On the job I have so much work to do that it takes away from my personal interests.
3. My family/friends dislike how often I am preoccupied with my work while I am at home.
4. My work takes up time that I'd like to spend with family/friends.
5. I'm often too tired at work because of the things I have to do at home.
6. My personal demands are so great that it takes away from my work.
7. My superiors and peers dislike how often I am preoccupied with my personal life while at work.
8. My personal life takes up time that I'd like to spend at work.

Job Stress

1. My job is extremely stressful.
2. Very few stressful things happen to me at work
3. I feel a great deal of stress because of my job

4. I almost never feel stressed because of my work

Turnover intention

1. I often think about quitting this job
2. Next year I will probably look for a new job outside this organization.
3. Lately, I have taken interest in job offers in the newspaper.

All responses were measured on 5 points likert scale.

