

WORK- LIFE EFFECTIVENESS, WORK-FAMILY CONFLICT AND QUALITY OF LIFE AS
PREDICTORS OF JOB SATISFACTION

A Thesis submitted in the partial fulfilment of the requirement for the

PG DIPLOMA IN

COUNSELLING AND CLINICAL PSYCHOLOGY

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CERTIFICATE

This is to certify that the thesis entitled “ work-life effectiveness, work-family conflict and quality of life as predictors of job satisfaction” being submitted in partial fulfillment of requirements for the award of PG Diploma in Counselling and Clinical Psychology, submitted in the School of Humanities and Social Sciences, Thapar University, Patiala is a bonafide work carried out under the supervision of Dr. SanthaKumari, Professor, School of Humanities and social sciences, Thapar University, Patiala and that no part of this project has been submitted for the award of any other degree.



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This is to certify that above statement made by the concerned student is correct and true to the best of my knowledge.

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CANDIDATE'S DECLARATION

I hereby declare that the work presented in this thesis “work-life effectiveness, work-family conflict and quality of life as predictors of job satisfaction” in partial fulfillment of requirements for the award of PG Diploma in Counselling and Clinical Psychology, submitted in the School of Humanities and Social Sciences, Thapar University, Patiala is an authentic record of my own work carried out under the supervision and guidance of Dr. Santha Kumari, Professor, School of Humanities and Social Sciences, Thapar University, Patiala and refers other researcher's work which are duly listed in the reference section.

The matter embodied in this thesis has not formed the basis for the award of any other degree of this or any other university.

Date: 23rd May, 2019

Place: Patiala



(Amol Sekhon)

ABSTRACT

The number of working women is increasing steadily and so are the roles of a women, which she has to balance. This study aims to understand the overall interactional effect of work-life effectiveness, work-family conflict and quality of life on job satisfaction levels. A sample of 100 working mothers was studied using life-effectiveness questionnaire, work-family conflict scale, quality of life brief questionnaire and job satisfaction scale. Life-effectiveness and domains of quality of life was positively correlated with job satisfaction levels whereas work-family conflict was negatively correlated with all the variables. The study revealed that environment of the women employees is a major predictor of job satisfaction. A secure, helpful, supportive and understanding environment with all the necessary facilities can ensure higher job satisfaction, reduced work-family conflict and better work-life effectiveness.

Keywords: Work-family conflict, Job satisfaction, Quality of life, Work-life effectiveness.

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CHAPTER 1

INTRODUCTION

Women in the earlier times were confined to household work and taking care of the family. Education for women was not taken as seriously as it is now (Delina & Raya, 2013). With the changing times women have now entered almost all possible fields and are giving competition to men. Employed working married women and specifically in India the main reason why a woman joins the workforce is for economic reasons. Very few of them view work as a career rather it is a way to support her family (David & Panchatham, 2011) But this change has also caused a lot of problems for women. A woman not only has one role to play, she has to juggle family and work responsibilities and each of these roles come with its unique pressures. These multiple roles are not easy to manage and thus women fall in the trap, which is known as “work-life balance”.

Especially in women how they manage the tensions between caring for family and paid work (Pearsons, 2017). Work life balance is rather impossible to achieve by a working woman as she just doesn't have only a spouse to take care of and work, rather she has children, old parents, in laws and herself to take care of. Women play a crucial factor in the industry that they work in as well, the efforts which are put in by the women workforce is integral for the smooth functioning and success for the industry as well. These multiple roles lead to work family conflicts. Work and life are becoming nemesis spheres, equally venal for time, and responsible for conflicts (Reddy et al, 2010).

The labor market is now becoming increasingly cutthroat and almost all companies are deploying employs to reduce their costs. The employees thus are now under immense pressure and are faced with a difficult choice to put in more number of working hours and prove their worth to their supervisors and expectations of the organizations. The 24*7 lifestyle has now started to dominate the personal lives also. Advanced technology has made the lines between works and home blurred as employees can be working all the time on their laptops also. Studies examined work-family conflict as a unidimensional concept even though their work defined has provided suggestions that work has an effect on family and family has an effect on work which implies a bidirectional relationship. These two can't be distinct from each other but are interrelated to each other.

There are numerous factors which affect work-family conflict and family- work conflict, a few of them can be the size of the family, level of family and social support, age and number of children, level of control one has over the working hours, amount of flexibility allowed at work (Buddhupriya, 2009). It is important for us to understand that these variables have a deep consequence on psychological distress and well-being of the workingwomen. Even though women are increasingly encouraged by the society to become strong, independent and seek self-fulfillment in careers which are challenging and demanding in nature, they are also faced with a lot of pressure to sacrifice themselves for their children by being there for them all the time and practice intensive parenting (Hayes, 1996).

Fortification to a women's elevation in her career is that the top positions which are available in any management conflicts with her strong commitment to her family. There is also a gap in gender sensitive policies, which inhibit the same for them. Family responsibilities affects career verdicts as well as they are considered to be taking responsibility of their spouse and children as well. Women also face societal judgment if they are seen to choose work over family (Buddhupriya, 2009). Women's location on the societal pyramid offers them less power and control in both family and work which is a huge contributing factor to greater workload, more sacrifices and difficulties in balancing family and work life (Mirowsky & Ross, 1995; Pearlin, 1989).

For women who have extended families and children the role of the spouse plays a very important factor. The spouse if helpful can really weaken the strain of the wife and assist her in balancing these roles effectively. There will be a positive association between multiple roles and a stable or good mental and physical health when a woman likes her job and is happy with her home life. The inability to effectively prioritize work and family leads to great amount of psychological distress in women. In turn grossly affecting their quality of life. Women also might feel little guilty about the work and the way it interferes with their family time because of the traditional expectations that's mothers are always the primary caregivers (Judge, Illies, Scott, 2007).

It needs to be seen that life growth means different things to different people and might be influenced by various factors surrounding individuals such as culture, age, gender,

education, social environment, diseases and disability. Quality of life encompasses the comprehensive well-being of an individual i.e.: Family, environment, and monetary aspects, physical and mental health. Quality of life can also be seen as the spirit and power a person has that will enable him or her to enjoy life and prevail over the challenges irrespective of the handicaps he or she may have in life.

Coping with demands of the family members, fellow coworkers and societies needs creates a very difficult and challenging situation for women all around the world. When there is an increase in the family clan combat it lower levels of quality of life. The job satisfactions of such women tend to be much lower. Health issues also contribute to these factors and women tend to ignore themselves and their own needs most of the time. The level of comfort, contentment and the perceived ability of an individual to complete tasks at hand in an organization determine his job satisfaction level. Working women are constantly striving to strike a balance but often fail to do so.

Since women contribute much more to the society than men, which increases their job satisfaction levels, which will ensure their contribution to the organization, is to the maximum. A working mother is known to play multiple roles that can sometimes and often be the major source of imbalance, training can be given to such women to help them to cope strategically that can have positive effects on their lives as well as increase their contribution to the organization.

It is important to understand that these days both the employers and the employees are forgetting that spending so much of time and long hours will impact their personal lives as well. There should be an encouragement to learn how to balance both work and lifestyle to lead a mentally and physically healthy life. There are many companies such as Google, TCS and Colgate have started to take steps for achieving this balance which include crèche facilities, flexible working hours and child care facilities etc. (Kaur, 2017).

CHAPTER 2

REVIEW OF LITERATURE

2.1 Work-life effectiveness and Job Satisfaction:

Cheng, Wong, Sylvia and Kwok (2015) conducted a cross-sectional survey reported a compelling association relation between clan's sentimental backing and work contentment. This support of family lead to increase levels of anticipation and self- efficacy and thus contributing to greater work contentment.

Haar, Russo and Suñe (2014) investigated the effects of Work-life balance using a sample of 1416 employees across various cultures. It was seen that Work-life balance was positively related to aspects of job satisfaction levels and negatively to depression and anxiety across the seven cultures.

Galea, Houkes and Rijik (2014) analyzed about the malleable functioning time on work life balance and commanding conclusions are ambiguous in nature. The respondents reported that the greater responsibilities they had at home they perceived flexi work hours as more of a need rather than a benefit. Flexi work hours help the workers strike a balance between both thus directly benefiting the outcomes of the organization.

Delina and Raya (2013) explored a research on work-life balance in employed women. They concluded by suggesting that preponderance of the working women were unable to strike a balance and finding it extremely challenging. There was an increased dissatisfaction with the quality of life they lead as well. Conflicts between Work and Family adversely affected mental health as well.

Reddy, Vranda et al (2010) reported that women who had different roles have negative and clear effects on well-being and mental health working in professional settings. Family-work conflict is higher in women with children, which also caused interference with the job roles.

Amaro, Russo and Johnson (2009) reported that having a spousal support of the same or similar ethnicity can help reduce stress and balance roles more effectively. Women who are married had greater levels of satisfaction (personal and work place satisfaction) than those who have younger children.

Gröpel and Kuhl (2009) reported that work-life balance is the anticipated sufficiency of the time applicable to an individual for work as well as a social life. Work-life balance and welfare are related to each other. This perceived sense of sufficiency of the availability of time for job

and civil life is able to predict the overall welfare only if the persons needs are completely accomplished in a stipulated time.

2.2 Work-Family Conflict and Job Satisfaction:

Clark, Rudolph and Zhdanova (2015) explored the accord among the available organizational backing and job family conclusions and the differences in males and female employed. Results proved that having a supportive manager could help in lower work family spillover and intent to leave the job for women but higher job satisfaction for men.

Allen et al (2014) studied quadruple ambit of work family conflict with paid parental, sick and annual leave with employees who had children below five years. Results showed that compensated ill leave had a short adverse relation with conflict. Compensated leave policies are the most beneficial and associated with lesser work family conflicts.

David and Panchanatham (2011) reported that the end goal of women to enter the workforce is to support her family. The challenge here comes to be the way she needs to balance family requests and professional commitments as well. Work stress, work-family conflicts, career desires and child care all are intertwined and are source of difficulties and issues confronted by women trying to accomplish a work-life balance.

Shakil, Fakhr and Ahmed (2011) concluded that women who work and have earning potential will have a negative relation with the workplace environment while house and family responsibilities and financial needs will have a positive correlation to women's work- family conflicts.

Md Sidin, Sambasivan and Ismail (2010) studied a association between work- family conflicts, quality of life, and work quality, personal life and social support. Work-family conflict has a relationship with quality of life. Quality of work life and personal life are seen to be partial mediators between work-family conflict and quality of life.

Cortese, Colombo and Ghislieri (2010) described there was a confirmed connection between Work-family conflict and Job satisfaction and discussed the prognosticators such as abetting management, sentimental indictment and job demands have a direct association with satisfaction levels. Improvement in policies, added supervisor support and counseling programs will be helpful.

Michel, Kotrba et al (2010) reported in a meta-analysis review that family role stressors, role ambiguity, family entanglement, family social support, family aspects and role conflicts are prognosticators of work-family conflict.

McNall, Masuda and Nicklin (2009) investigated the option and availability of malleable arrangements at work such as a constrict work week and flexible work time have a greater impact on employees, thus experiencing more enrichment from work to home which is associated with higher job satisfaction and lower turnover intentions among them.

Ezzedeen and Ritchey (2009) explored the coping strategies which were being devised by women working executive job levels in their personal family relationships, which in turn helped them, advance in their careers and allowed them to maintain the balance. Strategies such as utilizing professional support, value system and negotiating spousal support and whether to have kids or not helped them in this balance of work and family.

Hämning and Bauer (2009) reported there were major problems in combining the work life and private life of employees in Switzerland. Inability to have work-life balance became a danger aspect affecting the mental health of employees. Those who described work-life conflicts had higher risk of poorer health, more negative emotions, depression, lower levels of optimism, fatigue in general compared to employees who self-rated lower levels of work-life conflict.

Grady and McCarthy (2008) reported that working mothers have a relationship, which is complex in nature between work dynamics and personal life. Always trying to prioritize the competing factors by finding a balance. Children were number one priority but career helped them achieve and feel a sense of advancement.

Judge, Illies and Scott (2007) investigated 75 participants which were chosen for the study were found to experience work-to family conflict at house and family-to work conflict at work were positively correlated with having levels of guilt and antipathy at home and job respectively. Higher scored in trait guilt and trait hostility were observed to have effects on work –family conflict emotions more strongly.

Lori and Owens (2007) examined the impact of social support on work-family conflict and work-family enhancement. 341 participants were chosen and the results showed that support from workplace reduced the work interference with the employee's families.

2.3 Quality of Life and Job Satisfaction:

Drobnič, Beham and Präg (2010) in a cross-cultural study concluded that work quality and employed circumstances contribute to the well-being of employees. More affluent countries had higher quality of life. Job security was seen as a key element, which directly affected the quality of life. Better working conditions have translated into high work achievement in turn increasing life satisfaction. Good jobs do increase perceptions of better Quality of life.

Booth and VanOurs (2008) reported that women in terms of number of hours of work they put in and job satisfaction preferred part time jobs irrespective of the type of work but it was also seen that the life satisfaction level remained virtually unaffected.

CHAPTER 3

3.1 Motivation for the research

The purpose of the investigation was to research the effect of Work-Family Effectiveness, Work-Family Conflict and Quality of Life on Job Satisfaction in working mothers. Many investigations have been done in the past exploring the effect of work-family effectiveness, work-family conflict and quality of life on job satisfaction but a very few studies have been done to understand the linkage between these variables across different cultures.

Organizational policies should be made keeping in mind women, as they are an important factor in the organizational growth as men. Providing basic needs can improve their job satisfaction. Work-family conflicts arise due to time, strain and behavior in women. Many women are seen to sacrifice work responsibilities for family needs. They have become antagonistic spheres and are unable to coexist together. Increasing the quality of life can impact the conflicts women feel at work and at home as well. Teaching them skills how to manage time, effectively deal with problems can be helpful.

3.2 OBJECTIVES

1. To study the effect of Work-Life Effectiveness on Job Satisfaction.
2. To study the effect of Quality of Life on Job Satisfaction.
3. To study the effect of Work-Family Conflict on Job Satisfaction.

3.3 HYPOTHESES

To meet the above Objectives the following Hypotheses have been formulated:

H₁: Work-life effectiveness was a positively correlated with job satisfaction.

H₂: Work-Family Conflict was negatively correlated with Job Satisfaction.

H₃: Quality of life was negatively correlated for working women.

CHAPTER 4

METHODOLOGY

4.1 Sample

The sample consisted of 100 married working women, age group (30-45 years). The respondents were married for at least 1 year and had been working for a minimum of 1 year. The study was conducted in the region of Punjab and Delhi. Single working mothers and divorced working mothers were excluded from the study.

4.2 Design

Work-Life Effectiveness, Work-Family Conflict and Quality of Life are independent variables. Job Satisfaction is the dependent variable. Descriptive statistics, correlation and regression were used to evaluate the data. SPSS 22.0 version was used for the analysis.

4.3 Materials Used

Life-Effectiveness Questionnaire (James Neil, Herbert Marsh and Gary Richardsn, 2003).

It was used to assess the participant's effectiveness in life. It mainly consists of 24 questions in a self-report measure. It has 8 domains and scoring is based on 1-8 Likert scale.

Work-Family Conflict Scale (Hasalam, Filus, Morawska and Fletcher, 2005).

It is measured on a 10-item scale which has been divided into family to work conflicts and work to family conflicts. Its scoring is based on a 7-point Likert scale.

Quality of Life Brief Questionnaire (Who, 1996).

It was developed to assess the individual's quality of life based on subjective assessment on 26 items, measured on a scale from 1-5. Four domains are used for assessments namely- psychological, physical, social and environmental. Reverse scoring is for questions 3,4 and 26.

Job Satisfaction Scale (Dr. Amar Singh and Dr. T.R. Sharma, 2009).

Job intrinsic and Job extrinsic have been measured through this scale. Reverse scoring for questions 4,13,20,21,27,28.

4.4 Procedure

The respective subjects were informed in detail about the study protocol. All doubts were cleared beforehand which made it easier to fill the questionnaires. Even though there was no rush and the subjects took their time to fill the questionnaire, it took them around 25-30 minutes to complete it.

Chapter 5

RESULTS

The mean and standard deviation of Life-Effectiveness, Work-Family Conflict, Quality of Life and Job Satisfaction were computed. Mean and Standard Deviation values are presented in Table. 1.

Table 1: The descriptive statistics for Life-Effectiveness, Work-Family Conflict, Quality of Life and Job Satisfaction in working mothers.

Variables	N	Mean	Std. Deviation
Life Effectiveness	100	157.10	20.49
Work-Family Conflict	100	48.16	12.10
Physical	100	21.95	3.15
Psychological	100	21.52	3.39
Social	100	11.29	2.02
Environment	100	30.19	4.57
Job Satisfaction	100	71.41	12.13

Table 1 shows that Mean is 157.10 and Standard Deviation is 20.49 for life-effectiveness. For work-family conflict mean is 48.16 and standard deviation is 12.10. For Physical domain of quality of life mean is 21.95 and standard deviation is 3.15. For psychological domain of quality of life mean is 21.52 and standard deviation is 3.39. For Social domain of quality of life mean is 11.29 and standard deviation is 2.02. For Environment domain of quality of life mean is 30.19 and standard deviation is 4.57. For job satisfaction mean is 71.41 and standard deviation is 12.13.

For further analysis, correlation was computed for all the variables, independent variables being work-life Effectiveness, work-family conflict and quality of life and dependent variable being job satisfaction in Table 2.

Table 2: The correlation for work-life Effectiveness, work-family conflict, quality of life and job satisfaction.

	Life Effectiveness	WFC	Physical	PSY	Social	ENV	JS
Life effectiveness	1						
Work-family conflict	-.267**	1					
Physical	.436**	-.306**	1				
Psychological	.553**	-.379**	.643**	1			
Social	.396**	-.422**	.518**	.668**	1		
Environment	.557**	-.369**	.609**	.731**	.634**	1	
Job Satisfaction	.417**	-.323**	.372**	.462**	.404**	.563**	1

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

Table 2 suggests that Life Effectiveness, Work-Family Conflict, Physical, Psychological, Social, Environment domains of Quality of Life were positively correlated ($r= 0.41, 0.43, 0.55, 0.39, 0.55, p < 0.01$) and negatively correlated with Work-Family Conflict ($r= -.26$).

Work-Family Conflict and Physical, Psychological, Social, Environment domains and job satisfaction were negatively correlated ($r= -.30, -.37, -.42, -.36, -.32, p < 0.01$).

Job Satisfaction and Environment Domain from Quality of life were positively correlated ($r=.56, p < 0.01$), Psychological domain ($r= 0.46$), Physical Domain ($r= 0.37$) and Social Domain ($r= 0.40$). All the domains from quality of life were positively correlated to each other.

Regression analysis was done to predict the impact of Life Effectiveness, Work-Family Conflict, Physical, Psychological, Social and Environmental domains of Quality of Life on Job Satisfaction.

Table 3: Regression Analysis of Life- Effectiveness.

Independent Variable	Dependent Variable	B	Standard error	Beta	T	Significance	Adjusted R Square
Life-Effectiveness	Job Satisfaction	.247	.054	.417	4.545	.000	.166

In the above table, Adjusted R Square for Life Effectiveness in Job Satisfaction is 0.166; therefore 16.6% of variation in job satisfaction can attributed to life effectiveness. The Beta Value is 0.247 which indicates that one unit increase in life effectiveness will lead to 0.247 increase in job satisfaction in working mothers.

Table 3.1: Regression analysis of Work-Family Conflict.

Independent Variable	Dependent Variable	B	Standard error	Beta	T	Significance	Adjusted R Square
Work-Family conflict	Job Satisfaction	-.302	0.089	-.323	-3.380	.001	.095

In the above table, Adjusted R Square for Work-Family Conflict in Job Satisfaction is 0.095; therefore 9.5% of alteration in job satisfaction can be attributed to work-family conflict. The Beta value is -.323 which indicated that one unit rise in work-family conflict will lead to -.302 cutback in job satisfaction.

Table 3.2: Regression analysis of Physical domain of Quality of Life.

Independent Variable	Dependent Variable	B	Standard error	Beta	T	Significance	Adjusted R Square
Physical Domain of QOL	Job Satisfaction	1.429	.363	.372	3.941	.000	.129

In the above table Adjusted R Square for Physical domain of Quality of Life in Job Satisfaction is 0.129; therefore 12.9% of alteration in job satisfaction can be attributed to Physical domain of Quality of Life. The Beta value is 1.429 which indicated that one unit increase in Physical domain of Quality of Life will be lead to 1.429 increase in job satisfaction.

Table 3.3: Regression analysis of Psychological domain of Quality of Life.

Independent Variable	Dependent Variable	B	Standard error	Beta	T	Significance	Adjusted R Square
Psychological Domain of QOL	Job Satisfaction	1.653	.321	.462	5.154	.000	.205

In the above table, Adjusted R Square for Psychological domain of Quality of Life in Job Satisfaction is 0.205; therefore 20.5% of variation in job satisfaction can attributed to Psychological domain of Quality of Life. The Beta value is 1.653 which indicated that one unit increase in Psychological domain of Quality of Life will be lead to 1.653 increase in job satisfaction.

Table 3.4: Regression analysis on Social domain of Quality of Life.

Independent Variable	Dependent Variable	B	Standard error	Beta	T	Significance	Adjusted R Square
Social domain of QOL	Job Satisfaction	2.425	.555	.404	4.373	.000	.155

In the above table, Adjusted R Square for Social domain of Quality of Life in Job Satisfaction is 0.155; therefore 15.5% of alteration in job satisfaction can be attributed to Social domain of Quality of Life. The Beta value is 2.425 which indicated that one unit rise in Social domain of Quality of Life will lead to 2.425 increase in job satisfaction.

Table 3.5: Regression analysis on Environment domain of Quality of life.

Independent Variable	Dependent Variable	B	Standard error	Beta	t	Significance	Adjusted R Square
Environment domain of QOL	Job Satisfaction	1.493	.221	.563	6.741	.000	.310

In the above table Adjusted R Square for Environment domain of Quality of Life in Job Satisfaction is 0.310; therefore 30.1% of variation in job satisfaction can lead to Environment domain of Quality of Life. The Beta value is 1.493 which indicated that one unit rise in Environment domain of Quality of Life will be lead to 1.493 increase in job satisfaction.

CHAPTER 6

DISCUSSION

The objective of the analysis was to understand the Job Satisfaction levels in working mothers. The study examined the effect of work-life effectiveness, work-family conflict and quality of life on job satisfaction. The data was investigated using definitive statistics, correlation and regression.

The first hypothesis (H_1) was confirmed and work-life effectiveness was positively correlated to job satisfaction. The results suggest that women are effective in dealing with these shortcomings, which come with family and work. Even though they feel they are effective in their life and domains of it, it's not a strong predictor of their job satisfaction and also has a negative interrelationship with work-family conflicts. There is a need to fill the gaps in making family and work go hand in hand rather than opposing forces.

A decisive and healthy employee oriented culture translates into increased job satisfaction and productivity while work life imbalance causes relationship problems and job dissatisfaction for women because working too much may cause women to miss family responsibilities as well as important events related to family. Research suggests that usually a higher work-life balance will increase job satisfaction and vice versa. A good organization will try and make the work environment competitive in a healthy manner, democratic, helpful so that the employees feel comfortable and welcome which can increase many aspects of work-life effectiveness such as better self-confidence, higher initiative and intellectual flexibility. These skills can be cultivated only in a healthy work atmosphere.

The second hypothesis (H_2) was confirmed work-family conflict was negatively correlated with job satisfaction. The findings of the study reveal negative correlation and suggest that if we increase job satisfaction levels work-family conflict will decrease and vice versa. This holds true as more satisfied the woman feels at work the better she will perform at her workplace. The findings are consistent with Cohen and Liani (2009); Karimi (2008) and Michael et al (2004), which have established that job roles interfere with family responsibilities and individuals job satisfaction levels, suffer. Employees who report poor work-life balance reported more physical ailments. Associations showed no gender differences. The best overall balance between work and life was announced by employees in Scandinavian countries (Lunar, Bamba , Eikemo, vanderWel , Dragano, 2014). Thus by introducing worker friendly policies such as flexibility and clarity reduce job stressors, this perception of flexibility can help mitigate the role conflicts between work and family thus enhancing the psychological well-

being (Jones and Guithrie , 2016). Social relations are the most impacted due to work-family conflicts as it has the strongest negative correlation. Relationships between the family members, physical intimacy with partners can get affected due to stressors at work.

The Third Hypothesis (H₃) was confirmed and quality of life was positively correlated with job satisfaction. The results also suggested a correspondance between job satisfaction and psychological domain, which encompasses the subjective levels of positive or negative feelings, self-esteem of an individual, thinking and memory and also bodily image. Studies also confirm the same that high self-esteem often predicts higher job satisfaction or even high status sometimes. Judge and Bono (2001) found that positive self-concept of individuals will have higher satisfaction levels at work than those who dwelled on negative emotions more.

Through the analysis we identified the major predictor for Job satisfaction, which was the domain of Environment from quality of life. This domain of environment examines the individual's personal feelings of security and safety. The amount which the person strongly believes that he or she has the available resources which will in turn protect his or her sense of safety. The comforts, immediate home environment is also taken into consideration. To attain the maximum input from female employees its necessary to have adequate security, safe and convenient transportation facilities which also make up the environmental aspect of quality of life It is invariable that a sense of safety is utmost important in times like these. Providing these facilities only give a sense of relief to many families who would otherwise feel uncertain to send their daughters, wives or sisters to remote or distant areas even when opportunities could have been plenty. Access to a good healthcare facilities also improve morale and will help women continue giving their best to the organization and also improves their quality of life, physical, social and mental health status. Organizations should have insurances for all its employees; delay in getting healthcare due to financial burdens should be taken care of. These days many of the workplaces have great benefits for the employees. Employees at Google have access to generous healthcare facilities such as onsite wellness center, physician, physical therapist and a gym, which in turn make employees at Google the happiest according to Fortune 100 best companies for the 8th time in 11 years. Studies conducted by (He, Lon & Kuvass, 2015, Locke, 1969) concluded that, the employee's job satisfaction is effected by income and working conditions

CHAPTER 7

7.2 IMPLICATIONS

The research informed that environment of the women employees is a major prognosticator of job satisfaction in the recent times. Having a healthy, understanding and supportive work environment and also home environment can help women contribute much more to the society. Many studies have suggested that having malleable employed time, better child care facilities and options of work from home can help women feel close to the organization and even motivate them further to work even harder. Family dynamics are also changing as more dual earner couples are emerging, thus this trend needs to be researched upon as husbands view and perspective of his wife working plays an important factor in the psychological well-being of a working mother as well. A more secure and helpful working environment with better and safe transport facilities can be set up by organizations which can ensure better levels of well-being which in turn add to the work effectiveness of women. Quality of life should be assessed at regular intervals, grievance cells, psychological help, and anonymous helplines should be set up. A sector wise analysis can give a better understanding in identifying sectors, which are highly stressful, and causing various mental health issues these days.

A comparative study between working and non-working mothers will also give insight to the various conflicts which can arise in both areas which effect well-being. Work- Life balance as a concept needs to be researched and a more precise, validated scale should be developed to help research in that direction.

7.3 LIMITATIONS OF THE STUDY

This study should be replicated on a larger sample, larger geographical area and a sector wise data should be selected to be able to generalize these findings. This study should be done on working father's and gender differences should be researched.

7.1 CONCLUSION

The current research was done to study the effect of work-family conflict, work-life effectiveness and quality of life on job satisfaction in working mothers. The findings of the study suggested that work-family conflict is negatively correlated with all variables of the study. Job satisfaction has a positive relationship with quality of life domains, mainly environment. Work-life effectiveness was maintained by the working women and did not

predict job satisfaction. Overall relationship between job satisfaction with work family conflicts, quality of life and work-life effectiveness was predictive in nature. It can be concluded that a linear relationship has been established between job satisfaction and its predictors. Job satisfaction is strongly correlated with the environment of a working mother. Work-family conflict has a spillover effect on all the predictors. Thus Work-life effectiveness, work-family conflict and quality of life are predictors of job satisfaction in working mothers.

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