

Work Life Balance: A practice or Myth in Pakistan – A quantitative analysis of the factors affecting the WLB of employees of Pakistan International Airline Corporation.

¹**Khurram Shakir**

Lecturer, Department of Business Administration
Benazir Bhutto Shaheed University (BBSU), Lyari, Karachi
khurramshakir@yahoo.com
+923062073408

²**Ibrahim Noorani**

Lecturer, Department of Public Administration
Benazir Bhutto Shaheed University (BBSU), Lyari, Karachi
ibrahimnoorani@gmail.com

ABSTRACT

Today, the work life balance is a common issue at every workplace. The work life balance creates balance between the work and life includes career and the life style. It is the state of equilibrium where any person is able to get satisfies with personal and professional life. Balancing time with parents, spouse, children, friends, relatives, colleagues, supervisors and subordinates is the biggest challenge to be achieved. The empirical study gives the idea of work life balance performed in past. Work life balance has become a challenge throughout the world. The study will identify the assessment of employees about their organization from the work life balance prospective and how it is practiced at their workplace. This will also measure the level of job satisfaction of employees of the PIA in relation to their socio-economic factors. From previous studies conducted on this topic it is observed that it common how employees the challenges of how to balance their work life and personal life, despite the generally positive desire related to work life balance. Without balance in working life and personal life, it is very difficult to maintain working efficiency and control the outcomes of personal and professional life and thus in order to be satisfied, an individual must create a balance between the two.

The research aims at understanding how work life balance positively impacts the personal and professional efficiency of the employees. The objective of this research is to identify the demographic profile of employees, who are working in Airline industry, determine the factors affects work-life balance on the employees of Airline industry. A research study is conducted on the employees of the largest organization of Pakistan, namely PIAC.

Keywords: *Work Life Balance, Work Place Flexibility, Personal Commitments*

1.0. Introduction

As the time changes continuously, it is very difficult to maintain the balance between the work and the personal life. A person is engaged with different relationships that influence a lot to balance between the working life and personal life. Work life balance is a term which tells that how to manage a person's personal life with his/her professional life. People are very career focused and cannot manage their time for their personal life so there is a term used nowadays called work life balance. It explains that how a person can manage his life for work and his family.

In early 1960's researchers found imbalance in personal life and work ¹(kumari, 2012). There are many studies conducted on work life balance and it suggests the positive impact on each individuals families. Work place flexibility is the skills of a worker to engage when, where and how long to related task ²(Hill et al, 2008). The topic "Work-Life Balance" has been selected because with increasing industrialization and urbanization since Second World War, women labor force participation has increased tremendously and we observe many dual earner couples ³(Narayanan and Narayanan, 2012). These families used to count on help from non-working women relatives. However, traditional family care support has also decreased with time due to a host of reasons (less family members are available to look after their parents in old age due to increased rural-urban migration and increased need for income).

The current situation (where workers have to look after their children as well as work/earn) leads to a situation called work-family conflict. It refers to pressures from work and family domains, which are incompatible with each other in such a way that meeting requirements of one role makes it difficult to satisfactorily fulfill the other

¹ (Kumari, 2012)

² (Hill et al, 2008)

³ (Narayanan and Narayanan, 2012)

role¹(kumari, 2012). According to research, working long hours is one of the sources of work-family conflict. Hence, to maintain the balance between work and family life, the theory “work-life balance” has been adopted. According to which the growth of any company depends on the interrelated performance and commitment of the employees. Both personal and professional lives are interrelated and difficult to be separated from each other. Organization needs to keep its employees happy and satisfied to get the maximum productivity²(Marget Deery, 2008). The balance is achieved when an individual’s rights are fulfilled by the people from whom he/she is expecting to sort out the core problems and issues regarding professional and personal life. Previous studies elaborates that employees satisfaction, motivation, profitability, productivity, recruitment and retention policies can be improved by adopting flexible working arrangements and full determination towards the betterment of the employees and organizational goals.

Amir and Hira (2011) consider the correlation between work stress and life imbalances. Due to increased global competition, companies are more demanding regarding work done by their employees. Companies offer benefits and compensations to motivate their employees for more quality work. It is causing stress among employees if they are not meeting the required standards, and stress is the root cause of mental and physical problems. Companies have to work for workplace flexibility to avoid this growing problem if they want more efficient employees.

Saif, Malik and Awan (2011) examine the relationship of employee work satisfaction and prevalence of work life balance in Pakistan. The results show that there is no significant difference between work life balance and customer satisfaction at all managerial level. They suggested that equal level of work life balance facility available at the organization will help the management for retaining their customers with greater satisfaction. Malik, Gomez, Ahmad and Saif (2010) investigate the relationship of work life balance, job satisfaction and turnover intentions of doctors in Pakistan. They resulted that work life balance has a strong positive relationship with job satisfaction and negative relationship with turnover intentions of the doctor as well as, the job satisfactions has negative relationship with turnover. Hughes and Bozionelos (2007) explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance. Results indicated that participants made a clear connection between issues with work life balance and withdrawal behaviours which includes turnover and non-genuine sick absence.

Greenhaus, Collins and Shaw (2002)³ examine about the relationship between work –family balance and quality of life. By using cross sectional data from the members of American institute of certified public accountants (AICPS). They concluded that there is a negative effect of work imbalance on quality of life and it declare clearly that there is effect is due to heightened levels of work to family stress and conflict. Hill, Hawkins, Ferris and Weitzman (2001)⁴ observed the influence of work location and work timing on work life balance. Work life balance, paid work hours, unpaid domestic labor and perceived job flexibility. Results specified that job flexibility is related to increase work productivity after controlling paid work hours, unpaid domestic labor hours and work load has a negative impact on work family balance.

Tausig and Fenwick (2001) examine the possibility that alternate work schedules affect perceived work-life imbalance the “time bind.” by conducting interview from 3381 employed men and women ages 18 through 64. They designated that alternate schedules do not “unbind” time. However, perceived control of work schedules increases work-life balance net of family and work characteristics. The most consistent family characteristics predicting imbalance is being a parent. The most consistent work characteristics predicting imbalance is hours worked

Scholarios and Marks (2004) explored the impact of employer flexibility to work-life issues and negative spillover from work to non-work life on the attitudes of software developers. Result shows that intrusion of work into private life for this group of workers still has a substantial impact on work-related attitudes. Work-life boundary variables affect trust in the organization which plays a meditational role in these variables relationship to job satisfaction and organizational commitment.

Crompton and Lyonette (2005)⁵ examine national variations in reported levels of work-life conflict by using cross sectional data of 2002. Result shows that there is evidence of societal effect in operation in Finland and Norway as they both countries are very different from other countries they both encompass on welfare states, in

¹ (Kumari, 2012)

² (Marget Deery, 2008)

³ (Greenhaus, Collins, & Shaw, 2003)

⁴ (Hill, Hawkins, Ferris, & Weitzman, 2001)

⁵ (Crompton & Lyonette, 2005)

which government has made and implemented policies for not only facilitating dual-earning family but also encourage men to take part in domestic work. Shoaib, Noor, Tirmizi and Basher (2009)¹ identify that how employee of retention in telecom sector of Pakistan. Result shows that there is a significant relation between career development opportunity, supervisor support, working environment, rewards and work life policies with employee retention.

Adequately speaking, people want a good quality of life, they want money, they want time quality time which they can spend with their family they can go out with them they. They want affordable childcare and good education for their children; they want more and more money for living a luxury life with their family. They want take care of their health; and have sufficient time for their hobbies and games. In order to attain all this, a balance between work and personal life becomes necessary.

2.0. Theoretical Background:

2.1 Work-Life-Balance:

Today, the work life balance is a common issue at every workplace. The work life balance creates balance between the work and life includes career and the life style. It is the state of equilibrium where any person is able to get satisfies with personal and professional life. Balancing time with parents, spouse, children, friends, relatives, colleagues, supervisors and subordinates is the biggest challenge to be achieved. The empirical study gives the idea of work life balance performed in past. Work life balance has become a challenge throughout the world. The study will identify the assessment of employees about their organization from the work life balance prospective and how it is practiced at their workplace. This will also measure the level of job satisfaction of employees of the PIA in relation to their socio-economic factors. It is to be cited from ²(Narayanan and Narayanan, 2012), the individuals are facing the challenges that how they balance their work life and personal life ³(Ramachandra & Suman, 2007). It is to be cited from ⁴(Narayanan and Narayanan, 2012) that this study is also supported by ⁵(Lewis et al, 2012) who study younger's in four European countries and found the positive desire related to work life balance. Without balance in working life and personal life, it is very difficult to maintain and control the personal and working life. In order to be satisfied, the individual must create the balance between their work life and personal life. It is found generally that work life balance is too difficult (Narayanan, 2012).

2.2 Family circumstances:

Family circumstances include the relationship which depends on any person and needs to be managed properly ⁶(Narayanan and Narayanan, 2012). It includes parents, siblings, children, and spouse and responsibilities towards them. Family circumstances are also a factor that influence on Work-Life Balance. Due to mutual understanding between the families, the positive work life balance can be created. Changes in the family size and structure have played an important role to reflect the fundamental decline in values of family. People have changed their way of building families and generating individualization more preferable than the collectivism. Children are facing the experience of increase in single-parent family living; decreased number of siblings in home, homosexual marriages is approved to be legal worldwide. However rise in family income and fall in child number has been noticed⁷. Circumstances that are mainly identified are overcrowded housing, children's education and health, progress of children, parents' educational attainment, parental paid work, economic resources and poverty.

2.3 Personal Commitments:

Commitment is said to be an example of goodness and doing things as per our own will. This is a factor that is observed to be very important in balancing the work and life of employees. Commitments can be given to the friends, family or relatives to build relations and keep your life free of problems and happy. An employee can be committed to his/her career development and consistent growth and productivity⁸. At the same place health and hobbies are also said to be very important to build the overall personality of any person which can not be neglected. Our religious and community activities are also a part of our socio-cultural forces which needs to be maintained in a predefined circle of social and religious values and attributes. In our study we have seen that how these different factors are playing role in the lives of employees and how much work-life balance policies by organization are helping them to maintain those commitments.

¹ (Shoaib, Noor, Tirmizi, & Bashir, 2009)

² (Narayanan and Narayanan, 2012)

³ (Ramachandra & Suman, 2007)

⁴ (Narayanan & Narayanan, 2012)

⁵ (Lewis et al, 2012)

⁶ (Narayanan and Narayanan, 2012)

⁷ Hernandez (2000)

⁸ Sturges and Guest (2006)

2.4 Job Contents:

Job contents are all the elements of any job that are defined in job description from organization to the employees. Job content is the nature of job, its title, reporting responsibilities, subordinates, main purpose, and accountabilities of the job and employment conditions. It includes different levels of work. It may include shift work, on-job training, all leave arrangements, working hours etc¹. Here we have identified and worked on the some factors related to the job contents affecting on the work life balance of the employees. Factors that were affecting mainly are leave arrangements, inflexible/flexible working time, job sharing, trainings and growth opportunities, and employees' relations with their colleagues.

2.5 Situational Issues:

Situational Issues are the issues which are not pre-planned. It comes suddenly. Situational issues are a barrier in working and personal life². Situational Issues can be sickness, emergency, responsibilities. It can be faced in the form of heavy work load at home or workplace and similarly if any problem occurs at the home or workplace then how would an employee deal with it, we also asked them that if this happens at same time at both places then what they would prefer first to be solved or to deal with. Generally if we see that situation issues if arise at home it builds a negative approach in the mind of employee that how would his/her boss will react to it and if situational issue arises at workplace it gives a positive approach in the mind of employee that it would be considered to be good if he cope up with it and how well he handle the situation for the betterment of organization.

2.6 Work place Rigidity:

Work place rigidity means the stiffness at the workplace and hurdles that can be hard or demanding efforts from employees to improve the work speed, productivity or commitment to the performance. This also includes the deadlines and schedules which need to be met by the employees on time with the expected outcome. Pressures of traveling and reaching on time affects the employees start of work and balanced mental approach. Expectations from boss and his attitude also develop the boundaries for all employees and their confidence level³. Some times the work load increases due to which employees take work to their home for completion which can affect the personal life a lot. In this state an employee needs to manage all the criterias at a time; his work, his office, his home and responsibilities towards all people around him. An other factor is also very important in this study which is to avail leave immediately. This makes the image of an organization towards its employees that how much they are co-operative or supportive to them and how much rigidity is to be faced at this place.

3.0. Methods & Materials:

• 3.0.1 Quantitative Approach:

The research is based on quantitative approach. The quantitative research is based on facts and figures. Through quantitative research, the researcher tries to explore the relationship or connection between the dependent variable (work-life-balance) and independent variable (personal commitment, family circumstances, situational issues, job content). Through quantitative research approach, researcher is able to apply the statistical technique and analyze the result.

3.1 Research Purpose:

The researcher used explanatory research to examine the relationship between dependent and independent variable. Explanatory research helps to identify why certain action happens. The explanatory research also helps to create theories, prediction of future.

3.2 Research Design:

The research design is correlational research, because researcher wants to check the relationship between the variables and also wants to check its impact.

3.3 Data Source:

The research is primary and the data is collected through questionnaire from the employees of Pakistan International Airline.

3.4 Data Instrument:

The instrument used in this research is questionnaire and independent variable questions are adopted from the published article ⁴(Narayanan & Narayanan, 2012) and dependent variable questions are adopted from ⁵(Kumari, 2012).

3.5 Target Population:

The population targeted in this research is employees' of Pakistan International Airline.

3.6 Sample Size:

The sample size used in this research is 50.

¹ Deery (2008)

² Greenhaus and Collins and shaw (2003)

³ Hicks, (2002)

⁴ (Narayanan and Narayanan, 2012)

⁵ (Kumari, 2012)

3.7 Statistical Technique:

The statistical technique used in this research is frequency statistics, descriptive statistics, factor analysis and multiple linear regression.

3.8 Data collection Technique:

The data is collected through questionnaire and analyzed it with liker scale (1 to 5). 1= strongly disagree and 5= strongly agree.

3.9 Research Hypothesis:

H_{0a} = Job content does not impact on work life balance

H_{Aa} = Job content impact on work life balance

H_{0b} = Family circumstances does not impact on work life balance

H_{Ab} = Family circumstances impact on work life balance

H_{0c} = Situational issues does not impact on work life balance

H_{Ac} = Situational issues impact on work life balance

H_{0d} = Personal commitment does not impact on work life balance

H_{Ad} = Personal commitment impact on work life balance

H_{0e} = Work place rigidity does not impacts on Work life balance

H_{Ae} = Work place rigidity impacts on work life balance

3.10 Model Equation:

Work life balance = Constant + Work place Rigidity + Job content + Family circumstance + situational Issues + Personal commitment.

$$\text{work life balance} = f(\beta_0 + \beta_1 \cdot WPR + \beta_2 \cdot JC + \beta_3 \cdot FC + \beta_4 \cdot SI + \beta_5 \cdot PC)$$

4.0. Result & Analysis:

The results are obtained through questionnaire data putted in SPSS. This is the results of our methodology which is quantitative, through these tables, we analyze our study and take results.

Table 4.0 Frequencies Statistics

		Gender	Martial.Status	Experience
N	Valid	50	50	50
	Missing	0	0	0

Analysis:

The statistics table indicates that there is a data conducted from 50 people and no data is missing.

Particular	Cateory	Frequency	Percentage
Gender	Male	26	52%
	Female	24	48%
Marital Status	Single	26	52%
	Married	24	48%
Experience	1-3 years	12	24%
	4-5 years	14	28%
	More than 5 years	12	24%
	More than 10 years	12	24%

Analysis:

- The frequency in gender indicates that, there are 26 males and 24 females are participated in fulfilling the questionnaire.
- The frequency in marital status indicates that, there are 26 employees who are single and 24 females who are married.
- The frequency of experience indicates that, the employee who participated in our questionnaire are 12 employees who has a experience of 1-3 years, 14 employees has a experience of 4-5 years, 12 employees who has more than 5 years of experience and 12 employee who has a experience of more than 10 years.

Table 4.0.1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	50	1.00	2.00	1.4800	.50467
Martial.Status	50	1.00	2.00	1.4800	.50467
Experience	50	1.00	4.00	2.4800	1.11098
Valid N (listwise)	50				

Analysis:

The gender has a mean of 1.48. martial.status has a mean of 1.48, the mean are same because the participant we selected in questionnaire are 26 male and 24 female from which 26 employees are single and 24 employees are married. The mean of experience is 2.48, which shows that mean occurs between those employees who had experience from 4-5 years or above 5 years.

Table 4.1 Cronbach's Alpha: Reliability Statistics

Cronbach's Alpha	N of Items
.819	28

Analysis:

The Cronbach's Alpha table actually shows the reliability of data or questionnaire. In other words, Cronbach's Alpha is the indicator for the testing the actual data, that it is reliable or not. The Cronbach's Alpha data value must be greater than 0.5. So it means the data is reliable used for study. In this research, the researcher take all variables and check the Cronbach's Alpha, the value of Cronbach's Alpha is ".819", which indicates the data is reliable and able to be used for study.

4.2 Factor Analysis:

Table 4.2.1 KMO and Bartlett's Test

KMO measure	Bartlett's test	Sig value
0.622	999.365	0.000

Analysis:

The value of KMO is between the 0-1. The value more closely to 1 is better. Here the value of KMO is .622, which indicates that the provided data is able to make the factor. The value of KMO also indicates 62.2% of variation explained by our variables. The value of Bartlett's test, it actually indicates the correlation matrix is an identity matrix. The null hypothesis in the correlation matrix is not an identity matrix. The Bartlett's test sig value which is ".000" indicates that our null hypothesis do not accept and alternate hypothesis accept. It indicates that the matrix is an identity matrix. This is the minimum standard which tells that the factor analysis is able to apply on the data.

Table 4.2.2 Rotated Component Matrix

	Cronbach's Alpha	Component					
		1	2	3	4	5	6
WLB1	0.872			.881			
WLB2				.862			
WLB3				.715			
WLB4				.732			
WLB5				.779			
WPR1	0.895	.851					
WPR2		.920					
WPR3		.816					
WPR4		.814					
WPR5		.775					
JC1	0.879		.774				
JC2			.894				
JC3			.693				
JC4			.819				
JC5			.837				
FC1	0.8					.837	
FC2						.732	
FC3						.749	
FC4						.662	
SI1	0.698						.773
SI2							.538
SI3							.596
SI5							.650
PC1						.777	
PC2	0.865				.690		
PC3					.599		
PC4					.877		
PC5					.884		

Analysis:

The rotated component matrix indicate the factor create in each variable. Six components are made due to 6 variables. The Work life balance has five questions. The variable indicate by the name of WLB. All the questions from WLB1 to WLB5 are in sequence, so it shows the factor is made. The WLB is also reliable because the Cronbach's alpha value is greater than 0.5. the value of Cronbach's alpha at "0.872" the second variable "Work place Rigidity" also has five questions, and all the questions from WRP1 to WRP5 are in sequence, so it indicates the factor is made in the variable. The WRP is reliable, because its Cronbach's Alpha value is "0.895" which is greater than 0.5. the third variable "Job Content" also has five questions. Job content indicates in the table by the name of JC. All the questions from JC1 to JC5 are in sequence, so it shows the factor is made in the variable. The JC is reliable, because its Cronbach's Alpha value is "0.879" The fourth variable "Family Circumstances" has four questions. Family circumstances are indicated in the table by the

name of Fc. All the questions from Fc1 to Fc4 are in sequence, so it shows the factor is made in the variable. The family circumstances variable is also reliable, because its Cronbach's Alpha value is "0.8". The Fifth Variable "Situational Issue" has five questions, but one question is not be applicable to create factor, so SL4 is not included in it. Except SL4, all other questions are able to create factor in the variable. The situational issue variable is also reliable, because its Cronbach's Alpha is "0.698". the sixth variable "Personal Commitment" also has five questions. All the questions from PC1 to PC5 are in sequence, so it indicates the factor is made in the variable. The personal Commitment is also reliable, because its Cronbach's Alpha value is "0.865" which is greater than 0.5. So all the factor included in rotated component matrix are able to make variable and all factors are reliable.

4.3 Analysis of Regression:

Table: 4.3.0 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1 dimension0	.587 ^a	.344	.270	.68603

a. Predictors: (Constant), Personal commitment, Situational Issues, Work Place Rigidity, Job Content, Family Circumstances

Analysis:

The model summary table has these items "R", R Square, Adjusted R Square and Std. Error of the Estimate. The value of **R** is **.587** which shows the correlation between independent and dependent variable. The correlation between dependent and independent variable is **.587**. The value of **R-square** is **.344**, which shows the 34.4% variation on dependent variable which is "Work Life Balance" is explained due to change in independent variable "Personal Commitment, Situational Issues, Job Content, Family Circumstances, Work Place Rigidity".

Table 4.3.2 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.873	5	2.175	4.620	.002 ^a
	Residual	20.708	44	.471		
	Total	31.581	49			

Analysis:

The table of Anova in regression shows the overall significance of model. The sig value ".002" shows that the overall model is significant because its value is less than 0.5. the F-statistics shows the combine effect of the model. The combine effect of the model is "4.620". The d.f which is degree of freedom indicates in total that, there is a sample of 50, but due to "n-1" it indicates 49. The predictors are used in this research are 5 and the residual which is also called the error, n-p-1, 50-5-1 equals 44.

Table 4.3.4 Coefficients
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.471	1.493		.316	.754		
	Work Place Rigidity	.025	.122	.030	.209	.836	.736	1.358
	Job Content	-.219	.163	-.185	-1.341	.187	.784	1.275
	Family Circumstances	-.073	.231	-.054	-.315	.754	.506	1.974
	Situational Issues	.300	.236	.181	1.268	.211	.732	1.366
	Personal commitment	.831	.234	.602	3.551	.001	.518	1.932

a. Dependent Variable: Work Life Balance

Analysis:

The coefficients table is the most important table in regression analysis. This table shows the effect of each independent variable on dependent variable. The beta of work place rigidity is **.025** which has a positive impact on work life balance but the sig value indicates that this impact is not significant because sig value is **“.836”** which is greater than **5%**. The beta of job content is **“-.219”**, which shows the negative impact on work life balance, but this impact is insignificant because the sig value is **“.187”** which is greater than **5%**. The beta value of family circumstances is **“-.073”**, which shows the negative impact on work life balance, but impact is insignificant because the sig value is **“.754”** which is greater than **5%**. The beta value of situational issues is **“.300”** which shows the positive impact on work life balance, but impact is insignificant because the sig value is **“.211”** which is greater than **5%**. The beta value of personal commitment is **“.831”** which shows the positive impact on work life balance, and its impact is also significant because the sig value is **“.001”** which is less than **5%**. The personal commitment is significant because if someone has commit to somebody on someday, but on the workplace boss immediately calls you, there is a imbalance create between the personal commitment and work place. So it effects significantly to work life balance. The collinearity statistics shows that, there is no problem of multicollinearity exists in our model. The all value of tolerance is 0.5 or greater than 0.5 which shows that there is no problem of multicollinearity exists.

Regression Equation:

Work life balance = .471+0.25(Work place Rigidity)+(.219)(Job content)+(.073)(Family circumstances)+.300(situational Issues)+.831(Personal commitment)

5.0. Conclusion:

The balance between the work and the life is very important, because without balancing the life, a person can not perform very well and always become dissatisfied. I select the variables in my point of view to check that personal commitment, job contents, situational issues, family circumstances and work place rigidity and checked its impact on the work life balance. The personal commitment is about to commit any body like family, friends etc. situational issues are the problems which are not pre-planned, it can be occur at any place. Job content are the duties and responsibilities written in job description, family circumstance includes number of dependents to employee in family, work place rigidity shows the working demand and work life balance is about to create balance between the working life and personal life. The statistical techniques which are used to analyze the data are frequencies, descriptive analysis, factor analysis and through regression we can check the impact of these variables on work life balance. The results of regression analysis indicates that, all variables impact insignificantly on work life balance except personal commitment, the reason behind is that the employee face hurdles when he/she commits to somebody. For example, if employee commit to somebody that he/she will meet with him at this place on decided time, but at the same time, an immediate call can be received by the employee from supervisor to come at work place. So it affects a lot to create balance between working and personal life. As we observed in Pakistan International Airline that employees were engaged in a circle of different communities of friendship and geographically, demographically and economically they have approximately same characteristics so they get engaged with each other and make relations and commitments easily. So this can create a significant effect on their lives. As the demands of different skills and career opportunities are increasing world widely definitely employees of PIA also tends to grow their career and develop their skills, this also seeks strong commitment from them which effect their personal and professional life. Similarly health issues are the most critical issues which effects significantly on the performance of every individual. Religious and community activities play a vital role in the life of any person. Specially in the scenario of Pakistan we value these activities a lot. As the law and order situations are unpredictable in Karachi so it disturbs and effects significantly on the employees to reach their workplace and home on time. Here Job content and Family circumstances are showing negative impact on work life balance it can be occurred due to the reason that when people feel balance in their lives they avoid those issues which can create again disturbance or they can be the most critical issues that employees of Pakistan International Airline feel to have imbalance between their personal and professional life.

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Appendix

Statistics

		Gender	Martial.Status	Experience
N	Valid	50	50	50
	Missing	0	0	0

Gender

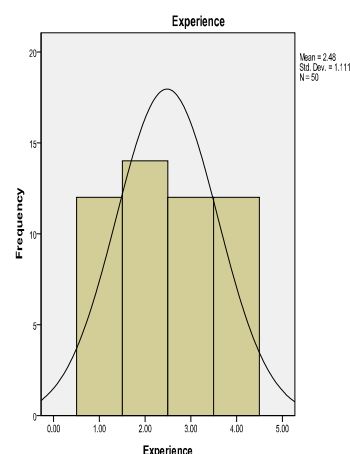
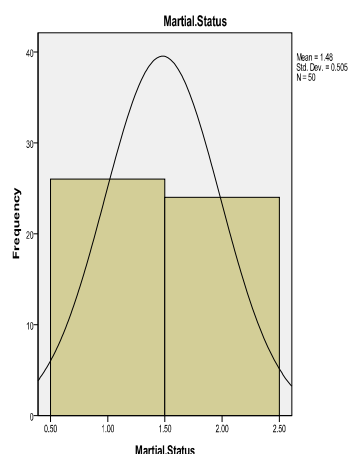
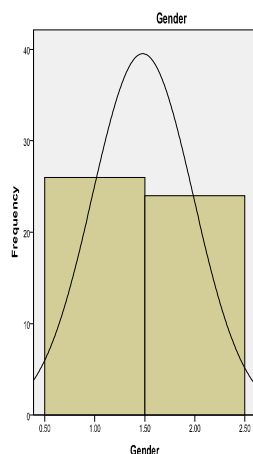
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	26	52.0	52.0	52.0
	Female	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

Martial.Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	26	52.0	52.0	52.0
	Married	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	12	24.0	24.0	24.0
	4-5 years	14	28.0	28.0	52.0
	More than 5 years	12	24.0	24.0	76.0
	More than 10 years	12	24.0	24.0	100.0
	Total	50	100.0	100.0	



Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	50	1.00	2.00	1.4800	.50467
Marital.Status	50	1.00	2.00	1.4800	.50467
Experience	50	1.00	4.00	2.4800	1.11098
Valid N (listwise)	50				

Reliability Statistics

Cronbach's Alpha	N of Items
.819	28

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.622
Bartlett's Test of Sphericity	Approx. Chi-Square
	999.365
	Df
	378
	Sig.
	.000

Rotated Component Matrix^a

	Component					
	1	2	3	4	5	6
WLB1			.881			
WLB2			.862			
WLB3			.715			
WLB4			.732			
WLB5			.779			
WPR1	.851					
WPR2	.920					
WPR3	.816					
WPR4	.814					
WPR5	.775					
JC1		.774				
JC2		.894				
JC3		.693				
JC4		.819				
JC5		.837				
FC1					.837	
FC2					.732	
FC3					.749	
FC4					.662	
SI1						.773
SI2						.538
SI3						.596
SI5						.650
PC1				.777		
PC2				.690		
PC3				.599		
PC4				.877		
PC5				.884		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Personal commitment, Situational Issues, Work Place Rigidity, Job Content, Family Circumstances ^a		Enter

a. All requested variables entered.

b. Dependent Variable: Work Life Balance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587 ^a	.344	.270	.68603

a. Predictors: (Constant), Personal commitment, Situational Issues, Work Place Rigidity, Job Content, Family Circumstances

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.873	5	2.175	4.620	.002 ^a
	Residual	20.708	44	.471		
	Total	31.581	49			

a. Predictors: (Constant), Personal commitment, Situational Issues, Work Place Rigidity, Job Content, Family Circumstances

b. Dependent Variable: Work Life Balance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.471	1.493		.316	.754		
	Work Place Rigidity	.025	.122	.030	.209	.836	.736	1.358
	Job Content	-.219	.163	-.185	-1.341	.187	.784	1.275
	Family Circumstances	-.073	.231	-.054	-.315	.754	.506	1.974
	Situational Issues	.300	.236	.181	1.268	.211	.732	1.366
	Personal commitment	.831	.234	.602	3.551	.001	.518	1.932

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
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	Situational Issues	.300	.236	.181	1.268	.211	.732	1.366
	Personal commitment	.831	.234	.602	3.551	.001	.518	1.932

a. Dependent Variable: Work Life Balance

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Work Place Rigidity	Job Content	Family Circumstances	Situational Issues	Personal commitment
dimension0	1	5.905	1.000	.00	.00	.00	.00	.00	.00
	2	.048	11.126	.00	.62	.01	.02	.01	.00
	3	.024	15.732	.00	.01	.32	.11	.06	.05
	4	.013	21.028	.05	.00	.58	.00	.27	.05
	5	.008	27.622	.07	.03	.09	.20	.11	.68
	6	.003	47.271	.88	.34	.00	.66	.56	.21

a. Dependent Variable: Work Life Balance

Questionnaire

This Questionnaire is designed to conduct a study to identify the “**factors effecting work life balance of the general working employees in Karachi**”. I will be very thankful to you for participation in the completion of this questionnaire.

1. Your Gender

<input type="radio"/> Male	<input type="radio"/> Female
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2. Living Status

<input type="radio"/> Single	<input type="radio"/> Married	<input type="radio"/> Married with Kids	<input type="radio"/> Single Parent
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3. Experience

<input type="radio"/> 1-3 years	<input type="radio"/> 4-5 years	<input type="radio"/> More than 5	<input type="radio"/> More than 10
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4. Age Group

<input type="radio"/> 18-25 years	<input type="radio"/> 26-40 years	<input type="radio"/> 41-55	<input type="radio"/> More than 55
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5. Are you aware of the Concept of Work Life Balance?

<input type="radio"/> Yes	<input type="radio"/> No
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6. Do you find Work Life Balance Policies implemented at your workplace?

<input type="radio"/> Yes	<input type="radio"/> No
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7. Do you get enough sleep, exercise and healthy food?

<input type="radio"/> Yes	<input type="radio"/> No
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8. Do you get enough sleep, exercise and healthy food?

<input type="radio"/> Yes	<input type="radio"/> No
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Following are questions to measure (Work life balance, Work life rigidity, Personal Commitment, Situational Issues, Family Circumstances, Job Content)

Variables	Strongly disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree(5)
• Work Life Balance:					
Main satisfaction in life causes from work					
People have different needs at different stages of life					
Work life balance in the organizations customized to individual needs					
Work Life Balance is entirely an individual responsibility					
Work Life Balance is partly employer and partly individual responsibility					
• Work place Rigidity:					
Travel Pressures effects the productivity at workplace					
Deadlines and Schedules makes the employees more responsible					
Expectations/ Attitude of Boss makes work more hard					
Having to take work to home creates disturbance					
Its difficult to avail leave immediately					
• Job Contents:					
Inflexible leave arrangement is designed for employees					
Inflexible working time creates hurdles					
job sharing helps to meet the deadlines					
Training is given to perform well					
Employees relations with colleagues are affected by shift work					
• Family Circumstances:					
Maternity/Paternity leaves get easily approved					
Dependent elders makes me more responsible in both places					
Family commitment is more important than work					
Functions and other activities effects the work					
• Situational Issues:					
Long travel from home to work					
Heavy work load in home/work					
Additional Responsibilities					
Sickness					
Workplace/family problems					
• Personal Commitment:					
Spending time with friends					
Further studies and career development					
Health and Hobby					
Community/Religious activity					
Get home on time					