MEASURING THE EFFECT OF WORK-FAMILY AND FAMILY-WORK CONFLICTS ON ORGANIZATIONAL COMMITMENT AMONG NURSING STAFF IN PAKISTAN

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ABSTRACT

The purpose of conducting this study is to analyze the impact of Work-Family conflict versus Family-Work conflict on employee's organizational commitment. The moderating role of collectivism on the relationship between work-family conflict versus family-work conflict and organizational commitment was studied as such behaviors can vary across cultures. Data was collected from 250 female nurses of different hospitals of Rawalpindi/ Islamabad using a questionnaire. The results reveal that work-family conflict has a more negative impact on organizational commitment as compared to family-work conflict, in a collectivist culture like in Pakistan, where females are unable to manage their family along with their work as their work starts interfering with their family lives. HR researchers need to focus on the strategies and policies that they can implement to reduce work-family versus family-work conflict in order to increase organizational commitment of nurses with their hospitals.

INTRODUCTION

Having an unbalance or conflict between one's personal and professional life is a very crucial issue. In order to maintain a balance between these two domains, a lot of research is going on all around the world. According to Crompton and Lyonette (2006), how to achieve a balance in work and life is of increasing interest these days, both nationally and internationally. The conflict between Work and Family Life (WFC) or the conflict between Family and Work Life (FWC) has become a hot political as well as social issue in many countries of the world mainly since the latter part of the twentieth century (Hein, 2005). Many studies have been conducted on this topic by different researchers all around the world, this shows the importance and worth of this topic and hence the reason of our interest as well. As examined by Bashir and Ramay (2008), Work-family conflict is such an issue that can affect people's lives in every aspect. Analyzing past literature, people's work-related consequences (e.g. reduced organizational commitment, low job satisfaction and high turnover intentions etc), family consequences (e.g. low marital and family satisfaction etc) and even their own physical and mental health problems (e.g. stress, depression and poor physical health etc) get affected due to work and family conflicts (Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Allen, Herst, Bruck, & Sutton, 2000; Zhang, Griffeth, & Fried, 2012).

Work-family conflict and family-work conflict are the types of inter-role conflicts. When fulfillment of one domain interferes with the other domain, it creates a disturbance and this unhinge is considered to be one of the major stressors (Cohen, 2009). Work and family conflicts negatively affects one's work life, home life, and one's own mental health (Lourel, Ford, Gamassou, Guéguen, & Hartmann, 2009). As per Cohen and Liani (2009), there is a need to reconcile work and family life. Spillover theory can be used in support of our study. According to the spillover theory, it is the process through which work and home domains influence each other. Spill over is an intra-individual mechanism describing the transmission of affect between work and family domains (Judge & Ilies, 2004; Song, Foo, & Uy, 2008). Spillover has a great influence on individuals by transmitting either stressors, affect, or buffering resources between work and family domains (Heller & Watson, 2005; Powell & Greenhaus, 2006). Moreover, according to Mennino, Rubin, and Brayfield (2005), family demands increase spillover more for women than for men. Hence, the rationale behind our study's main focus on females facing work-family and family-work conflicts is that

the females face more interference in these 2 domains and have more pressures of managing both domains side by side as compare to men. Spillover can be positive as well as negative. According to Small and Riley (1990), negative spillover occurs when demands from the two domains of job and home compete for an individual's time, energy, and attention.

Work-family conflicts and family-work conflicts generally occur from the pressures and role expectations of work and family (Higgins, Duxbury, & Irving, 1992; Frone, Russell, & Cooper, 1992).In past literature, it was found out that the negative outcomes of work-family conflicts and family-work conflicts resulted in job dissatisfaction and low or no organizational commitment (Lambert, Kass, Piotrowski, & Vodanovich, 2006). This situation intensifies in the case of women who are working as well as managing their families side by side. Many studies report higher levels of work-family and family-work conflicts among women (Gutek, Searle, & Klepa, 1991). According to Cousins and Tang (2004), as a lot of women are now entering the labor market, services sector and are more determined about their career, education, and financial independence, a question of how to reconcile the work and family life arises. As per Harris (2004), it is the societal norms that women have greater involvement with the family, meaning women experience greater conflict in trying to balance their work and family responsibilities.

The total percentage of the female population working in Pakistan is 21.17% according to 2009 data, out of this 0.35% of the females including nurses are in the health and social work industry. As this study aims to focus on the female nurses only, work-family and family-work conflicts thus become an issue encountered by many females of Pakistan where predominantly collectivism culture prevails, which then negatively affects (especially) their work-related outcomes. Work–family conflict is challenging for nurses and the nursing profession (Grzywacz, Frone, Brewer, & Kovner, 2006). The relationship of work-family conflict and family-work conflict with organizational commitment have been studied a number of times but the context of our study is a bit different. We have studied this relationship in the context of national culture. The national culture represents a country's primary and visible values held by a large number of its population. As this culture is acquired in early childhood, it changes very slowly (Hofstede, 1994). It is measured through various cultural dimensions and valuessuch as individualism-collectivism, masculinity-femininity, uncertainty avoidance and power distance as introduced by Hofstede. Individualist cultures tend to view the work and family domains as two separate entities, while collectivist cultures perceive these two domains as integrated (Yang, 2005). Moreover, Yang,

Chen, Choi & Zou (2000) found out that work demand had a greater impact on Work Interference with Family (WIF) in China than in USA, while family demand had a stronger effect on WIF in the USA than in China, partly due to differences in individualism-collectivism cultural dimensions. These differences are likely to influence how frequently WFC and FWC is experienced, when gender faces more problems in managing the work and family domains, its antecedents and its outcomes such as higher or lower job satisfaction, organizational commitment, turn over intentions etc. (Aycan, 2008).

The potential contribution of this paper is to uncover the impact of work-family and family-work conflicts on the organizational commitment of nurses in a high collectivist culture of Pakistan. Pakistan being an underdeveloped country predominantly follows collectivist culture. According to the past literature, collectivism prevails mainly in underdeveloped countries whereas the main population of developed countries is of the individualistic view (Hofstede, 1994).The reason for focusing on the nursing profession in our study is that it is a tough job with long working hours; it needs the attention of future researchers. The respondents were the nurses of different hospitals of Rawalpindi and Islamabad with different family backgrounds in the collectivist cultural setting.

This study contributes to the work-family/cross-cultural field in four ways. Firstly, it contributes to cross-cultural psychology by providing a South-Asian perspective from one country. Individual level analysis may offer some insight into the cultural differences. Secondly, this study will specifically contribute in knowing the work-family vs. family-work conflicts faced by the nurses of Pakistan where predominantly collectivist culture prevails. Thirdly, we examined both directions of conflict in this study because although research on Work-Family Conflict is abundant, there have been few studies that have assessed WFC as bidirectional –WIF and family interference with work (FIW) (Bruck & Allen, 2003; Lapierre et al., 2008). Specifically, only a few studies from Eastern cultures combining both directions of conflict could be located (Luk & Shaffer, 2005; Ngo & Lau, 1998). Fourthly, this study is conducted on female nurses only, working in private/public hospitals of Islamabad/Rawalpindi, Pakistan.

LITERATURE REVIEW

The nursing profession is a tough as well as a full time job. Nurses usually face a lot of problems because of work-family as well as family-work conflicts due to the collectivist culture prevailing in Pakistan. Literature relevant to Work-family and Family-work conflicts

reveals their effects on organizational commitment. Grzywacz et al. (2006) recommended future research to help examine nurses' balancing their demands of work and family in order to avoid work-family and family-work conflicts. The aim of this study is to link the WFC and FWC with organizational obligation/commitment having collectivism as a moderator.

Work-family Conflict

Work-family conflicts are a form of inter role conflicts; when work domain interferes with family domain such that participation in one role, i.e. home becomes more difficult by participating in another role, i.e. workplace (Greenhaus & Beutell, 1985). WFC has been originated from the studies of role conflict and it is defined on the basis of the role theory. The main concern of Role conflict theory as proposed by Greenhaus and Beutall is those role conflicts that create role participation problems which then leads to different negative outcomes. The interferences between work and family have always resulted in work-family conflict (Ngo & Lau, 1998). They found that the extent to which this causes conflict is determined by the closeness of fit between the two spheres.

Family-work Conflict

Work-family conflict is often viewed as a bidirectional construct: Work-family conflict may occur when work interferes with family (i.e. work-family conflict); it may also occur when family interferes with work (i.e. family-work conflict) (Netemeyer, Boles & McMurrian, 1996; Zhang et al., 2012). Role conflicts arise when either of the two domains becomes a hurdle in participating in the other one.

Work-family Conflict and Organizational Commitment

Research into work-family conflict emphasizes the complex nature of the inter-relationship between work and family and its positive and negative outcomes (Harris, 2004; Allen et al, 2000; Greenhaus & Beutell, 1985; Gutek et al., 1991). The study of WFC in relation to organizational commitment is important to study. WFC can result in increased absenteeism, burnout, withdrawal and decreased satisfaction and commitment (Allen et al, 2000; Batt & Valcour, 2003; Hammer, Bauer & Grandey, 2003). Previous research has also demonstrated a negative relationship between WFC and organizational commitment (e.g. Allen et al., 2000; de Janasz & Behson, 2007). Individuals who have a low expectation for and comfort with conflict and its resulting uncertainty are likely to experience reduced commitment

to their organization (de Janasz & Behson, 2007). It is mainly assumed that work-family conflict occurs due to an inability of people to control their work and working schedules (Beigi, Ershadi, & Shirmohammadi, 2012).

Whereas according to Stoeva, Chiu and Greenhaus, (2002), the main cause of WFC is when individuals are performing multiple roles like parent, spouse and worker, then each of these roles place demand for a person's time, energy and commitment. Majority of successful women professionals have to fit domestic responsibilities around their work. Harris (2004) found out that gender role theory argues that societal norms of women's greater involvement with the family, even within apparently liberalized industrial democracies mean that women will experience greater conflict in trying to balance work and family responsibilities. Married persons experience more work-family conflict than unmarried persons (Greenhaus & Beutell, 1985). They also found out that it might be expected that parents would experience more work-family conflict than non parents.

According to the gender role theory, women are more likely to see the family role as part of their social identity than men do. Moreover, while women's roles in the workplace have increased, the expectations placed on them in the family role have not diminished. In addition, a meta-analysis review found that the WFC and the FWC should be distinguished because they have unique antecedents. Thus, the majority of research on this topic examines both directions of conflict. Research findings so far have supported the distinctiveness of the two concepts(Mesmer-Magnus &Viswesvaran, 2005). This shows a clear support to our first hypothesis:

Hypothesis 1. Work-Family Conflict is significantly related to organizational commitment.

Family-work Conflict and Organizational Commitment

Mayer, Caruso, & Salovey (2000) found that committed employees are more likely to remain with the organization and strive towards the organization's operation, goals, and objectives than others. Therefore, if employees experience high levels of family-work conflict, their roles and household tasks in family life interfere with the work and develop a negative affect towards the organization (Ajiboye, 2008). In families where both husband and wife are working (either full-time or part-time), individuals face dual demands from work and family activities, resulting in increased levels of Family-work conflict (Fu & Shaffer, 2001). For a country like Pakistan where there are very traditional cultural values, and predominantly collectivism prevails, despite the fact that women are now more educated, and more

career oriented, they still carry the primary responsibility for family work (Fu & Shaffer, 2001; Berardo, Shehan, & Leslie, 1987; Grant, Simpson, Rong, & Peters-Golden Grant, 1990). With the help of above literature, we can anticipate that women face interference more from the family domain where as men face interference more from the work domain. Netemeyer et al. (1996) who also developed a scale for measuring work-family and family-work conflicts found out that both, work-family conflict and family-work conflict affect the work related consequences like organizational commitment, job satisfaction, and turnover intentions. Whereas, a counter argument to this is that family-work conflict is associated with work related consequences in addition to non-work behaviors and attitudes (Higgins, Duxbury, & Irving, 1992).

According to many past researchers, jobs that cause considerable levels of conflict (it can either be work-family conflict or family-work conflict), has negative effects on organizational commitment, turnover intentions and job satisfaction (Johnston, Parasuraman, Futrell, & Black, 1990; Boles, Johnston, & Hair Jr, 1997; Hoffman, 1993). Meta-analyses have revealed that high work-family conflict and family-work conflict were related to a wide range of work-related consequences (e.g. low job satisfaction, reduced organizational commitment, high turnover intentions), family consequences (e.g. low marital and family satisfaction), and physical and psychological health problems (e.g. depression and poor physical health) (Allen et al., 2000; Eby et al., 2005; Mesmer-Magnus & Viswesvaran, 2005; Zhang et al., 2012).

Married women have to shoulder a great deal of domestic burden even when they are gainfully employed in the labor market, since their husbands have limited participation in child care and household chores. Worse still, in Pakistan there is little or no support from employers and the government concerning child care. Work-family and family-work conflicts thus become an issue encountered by many females of Pakistan, especially nurses as this issue mainly arises for the working women of middle-class group as per the past literature, decreasing the level of job related consequence like commitment towards their organization. Hence giving clear evidence and support to our following hypothesis:

Hypothesis 2. Family-Work Conflict is significantly related to organizational commitment.

Moderating Role of Collectivism

Wharton and Blair-Loy (2006) determined that there is a need for more research that examines the work-family and family-work conflict in cultural settings.

Moreover little attention has been paid to cross-national and cultural similarities and differences (Cohen & Liani, 2009). In today's fast moving world, where males and females both are career oriented, it has become more complex for both men and women in many cultures to simultaneously manage the workplace and home demands.

Many past researches have been conducted on work-family conflicts and job-related outcomes within many countries of the west but western countries tend to have a culture that is high on individualism (Hofstede, 2001), so we cannot apply the findings of those studies in a totally opposite culture i.e. collectivism. Joplin, Shaffer, Francesco, and Lau (2003) found out that culture greatly influences the nature of work-family conflicts. There are very few studies conducted on work-family conflicts in the developing countries and from the eastern side of the world which have the collectivist culture orientation (Lo, 2003). In these nations there is no or a very weak concept of gender equality and equal partnership between men and women.

Here the moderating role of collectivism toward organizational commitment further justify and support our following hypothesis:

Hypothesis 3a. Collectivism moderates the relationship between Work-Family Conflict & organizational commitment.

According to the past literature on work-family conflict, it was found out that the level of family participation is positively related to family-work conflict. The findings of a study on Hong Kong workers show that the local workers experienced significantly more family-work conflict as compare to the workers from western cultures (Luk, 2001). This shows that greater family involvement predicted greater family-work conflict among the people of collectivist culture. There is a general assumption that both the employees and the organization are likely to experience a number of negative outcomes when the views and characteristics of the employees conflict with those of the organization (Peterson, 2003; Kristof, 1996; Chatman, 1989).

Organizational commitment, when individuals face family-work conflict and work-family conflict, have become important because during the last few years there has been an increase in the workload which has lead employees to have less time for their families and vice versa (Akintayo, 2010). Although it was found out by Abraham (1997) that organizational commitment may be stronger among collectivists who view their organizations as in-group but when it comes to dealing with work-family and family-work conflicts, the results may be different. Fewer women work outside their homes

in Pakistan as compared to Western countries but during last decade or so this trend has changed; women work to support their family's fight against inflation and poverty (Hussain, 2008). Many of these women are married. Hostility, economic pressures in married couples result in high degree of Family-Work Conflict and Work-Family Conflict as compared to single individuals (Akintayo, 2010). Thus providing strong evidence for the following hypothesis:

Hypothesis 3b. Collectivism moderates the relationship between Family-Work Conflict & organizational commitment.

METHODOLOGY

Instrumentation

Data was collected from full-time employees of different hospitals. Female nurses were preferred more. Data was collected through paper-and-pencil survey. The questionnaire assesses demographic and relational dimensions of work-family and family-work conflicts, role of collectivist culture and organizational commitment. All the items in the questionnaire were responded to using a 5-points likert-scale where 1 (strongly disagree) to 5 (strongly agree), unless otherwise stated.

Work-Family Conflicts

Work-family conflict (WFC) occurs when work related demands interfere with home responsibilities. Work life conflict is measured by considering its two dimensions WFC & FWC. Questionnaire used in this study is a five items scale, developed by Niemeyer et al. (1996) for measuring the work life conflict. The sample items include, "The demands of my work interfere with my home and family life", "Things I want to do at home do not get done because of demands my job puts on me", "Due to work-related duties , I have to make changes to my plans for family activities".

Family-Work Conflicts

Family-work conflict (FWC) arises when family responsibilities impede work activities. We used a 5 items scale in this study developed by Niemeyer et al. (1996) for measuring the work life conflict. The sample items include, "The demands of my family interferes with work related activities", "Things I want to do at work don't get done because of the demands of my family", "Family-related strain interferes with my ability to perform job-related duties".

Organizational Commitment

Organizational commitment is the individual's psychological attachment with the organization. When there are family conflicts with work and work conflicts with family then this organizational commitment tend to break apart as individuals cannot manage or create a balance between their work and family life. This leads to an individual's detachment from work which then leads to many other different outcomes that are not a part of our research. Organizational Commitment is measured through questionnaire developed by Cook and Wall (1980) on a 7 point likert scale. It is a nine-item scale and some of the sample items are; "I am quite proud to be able to tell people who it is that I work for", "I feel myself to be part of the organization", "The offer of a bit more money with another employer would not seriously make me think of changing my job", "I'm not willing to put myself out just to help the organization".

Collectivism

Collectivism and individualism are deeply pervading cultures. People simply take their culture's stance for granted. Individualist cultures, such as those of the United States and Western Europe, emphasize personal achievement at the expense of group goals, resulting in a strong sense of competition. Collectivist cultures, such as those of China, Korea, and Pakistan, emphasize family and work group goals above individual needs or desires. Both collectivist and individualistic cultures have their failings. People in individualist cultures are susceptible to loneliness, and people in collectivist cultures can have a strong fear of rejection. Collectivist culture of Pakistan plays a great role in strengthening the negative impact of these conflicts on organizational commitment. We used a five item scale questionnaire to measure collectivism developed by Dorfman and Howell (1988). Some of the sample items are: "Group welfare is more important than individual rewards", "Being accepted by the members of your work group is very important", and "Managers should encourage group loyalty even if individual's goals suffer".

Sample

Our rationale for using a sample with majority female nurses is that usually the female workers/employees face more difficulties such as work-family and family-work conflicts as compare to males in a collectivist culture like Pakistan where females have all the responsibility of taking care of their homes and families whether they are working or not. And for a profession like nurse where there is a lot

of work burdens, a job that has high responsibility and is treated with respect, females usually tend to face difficulty in balancing their work and their family life side by side.

We have used purposive sampling technique in this research because we have collected data from nurses of different hospitals of Rawalpindi/Islamabad, Pakistan. The sample size was 300 whereas 250 respondents provided the feedback. The demographics considered in our research are gender, age, marital status, education and years of experience. Following table shows the demographics characteristics:

TABLE 1
Demographic characteristics of sample

Variables	%	(N)
Sex		
Male	9.6%	(24)
Female	90.4%	(226)
Age		
20-25yrs	15.2%	(38)
25.1-30yrs	33.6%	(84)
30.1-35yrs	27.2%	(68)
35.1-40yrs	14.0%	(35)
40.1-45yrs	8.2%	(21)
45.1-50yrs	1.2%	(3)
50.1-above	.4%	(1)

Variables	%	(N)
Marital Status		
Single	33.6%	(84)
Married	63.2%	(158)
Divorced	3.2%	(8)
Education		
Metric	1.6%	(4)
Intermediate		
Graduation	6.4%	(16)
Masters	4.8%	(12)
Others	84.8%	(212)
Experience		
1-3years	33.2%	(83)
3-7years	45.2%	(113)
7-10years	15.6%	(39)
10-above	6.0%	(15)

There are 9.6% respondents males and females represent 90.4% of the total respondents as our main focus was on the female nurses. In the selected sample mostly nurses are young as the table shows that there are 33.6% and 27.2% nurses who are in between the age of 25.1 to 30 years, and 30.1 to 35 years respectively. 63.2% of the nurses are married, which means they are managing their work and family life side by side. Majority of the nurses have other education like different diplomas in nursing which are 84.8% according to the above table. According to the above table majority of the nurses have a working experience of 3 to 7 years i.e. 45.2% nurses.

RESULTS

TABLE 2
Means, Standard deviations and Correlations

Variables	Mean	Std. Dev	1	2	3	4
1. OC	4.6773	.71162	1			
2. WFC	3.4544	.95097	-.235**	1		
3. FWC	3.3184	1.02815	-.267**	.712**	1	
4. COL	3.5312	.86265	.157*	.221**	.173**	1

*p<0.05
**p<0.01

Table 2 presents descriptive statistics and correlations among the independent, moderating and dependent variables. Mean and standard deviation of organizational commitment is 4.6773 and 0.71162 respectively. Then, the mean and standard deviation of work-family conflict is 3.4544 and 0.95097 respectively. And then family-work conflict mean and standard deviation is 3.3184 and 1.02815 respectively

The results show that work-family conflict is significantly and negatively correlated with organizational commitment having value -.235 significant at p < 0.01. Thus confirming when work-family conflict arises among individuals, their organizational commitment becomes low. Similarly family-work conflict is significantly and negatively correlated with organizational commitment at -.267 significant at p < 0.01.

This shows that individuals who face family-work conflicts in their lives, their organizational commitment tends to decrease. A positive and significant correlation has been observed between collectivism and organizational commitment having value .157 significant at $p < 0.05$, indicating that collectivism positively effects organizational commitment of the employees.

TABLE 3
Regression analysis for outcomes

Predictors	Organizational commitment		
	β	R²	ΔR²
Step 1			
Control Variables		.012	
Step 2			
WFC	-.076		
FWC	-.252**	.094	.082**

Regression analysis for outcomes:

We performed regression analysis to test work-family conflict and family-work conflict as predictors of the outcome variable: organizational commitment. Work-family conflict is not significantly related to organizational commitment with Beta value -.076 ($p = .384$) showing that work-family doesn't affect the commitment of employees towards their organization. Whereas, family-work conflict is significantly and negatively related to organizational commitment at Beta value -.252(**) ($p = 0.007$).This shows that whenever there is family-work conflict, this is going to decrease the organizational commitment among the employees.

TABLE 4
Results of Moderated Regression Analysis for Organizational Commitment

Predictors	Organizational commitment		
	β	R²	ΔR²
Moderator Analysis Collectivism			
Step 1			
Control variables		.012	
Step 2			
WFC	-.126		
FWC	-.234**		
COL	.220**	.134	.122**
Step 3			
WFC x COL	-1.435**	.240	.106**
FWC x COL	-.831		

Moderated regression analysis for organizational commitment: Moderated regression analysis was used to examine the role of collectivism culture on the work-family conflict, family-work conflict and organizational commitment relationship. First, control variables were entered into the model. In the second step we entered our two independent variables, work-family conflict and family-work conflict along with collectivism to predict organizational commitment. Then in the third step, the two interaction terms were entered, one between work-family conflict and collectivism, and the second between family-work conflict and collectivism.

We observed that family-work conflict (Beta = -.234, $p < 0.05$) and collectivism (Beta = .220, $p <.003$) are significantly related as the predictors of organizational commitment whereas work-family conflict (Beta = -.126, $p > 0.1$) is not significantly predicting the organizational commitment as an outcome.

Whereas when the two interaction terms were created, it was observed that work-family conflict and collectivism (Beta = -1.435(**), $p < 0.05$) has a significant interaction with the outcome variable thus giving strong support to our hypothesis 3a. The second interaction term between family-work conflict and collectivism shows that Beta value is -.831 ($p = -.206$) thus partially supporting our hypothesis 3b.

Summary of Results

To summarize our results, Hypothesis 1 got rejected showing that there is no significant relationship between work-family conflict and organizational commitment. Hypothesis 2 got accepted showing family-work conflict predicts the organizational commitment as an outcome. Hypothesis 3a got supported showing that in collectivist cultures, work-family conflict decreases the organizational commitment among the employees. At the end, hypothesis 3b got rejected or we can say partially significant showing that in collectivist cultures, family-work conflict cannot affect the organizational commitment of employees.

DISCUSSION

We observed that two of our hypotheses got accepted and two of our hypotheses got rejected. The direct link between work-family conflict and organizational commitment got rejected whereas the direct link between family-work conflict and organizational commitment got accepted. But when we studied these two relations specifically in our cultural context, taking collectivism as moderation between these two relationships as the new contribution to this study, the results came out to be totally opposite.

The work-family conflict predicts organizational commitment as an outcome in a collectivist culture like Pakistan and family-work conflict does not seem to predict or effect organizational commitment in this type of cultural setting. This indicates that in collectivist cultures, people are more concerned about socializing, networking, making relationships and having close bonds. They are generally living together with their extended families, grandparents etc. Hence in such cultures, family-work conflict rarely occurs and even if it does, it does not lowers the organizational commitment of the employees as at home, the work is mutually and easily managed by any of the family members and even at work, the colleagues and peers tend to help out each other in difficult times by managing one another's work. Whereas in individualistic cultures, there is no concept of doing someone else's part of the work either at home or at work.

It has been observed that Work demands having flexibility of when to do it and where to do it reduces the work-family conflicts and contribute to positive work outcomes (Bond, Thompson, Galinsky, & Prottas, 2003). In collectivist cultures where home demands are easily managed by other members of the family, in such cultures family-work conflicts occur at a very minimal level and hence again, contributing to work outcomes as it enables both men and women to fully concentrate on their work as well as family with a balance.

The main aim of this research was to measure the effects of work-family versus family-work conflicts. The moderating role of collectivism shows that female employees and in our study, nurses mainly face work-family conflict and as a result their organizational commitment decreases. The results shown above fully support hypothesis 2 and hypothesis 3a where as rejects hypothesis 1 and partially supports hypothesis 3b hence proving that the effects of work-family and family-work conflicts have a negative impact on organizational commitment especially in a country where collectivism prevails predominantly.

Practical Implications

Some of the practical implications of this study are as follows;

Organizations can hire psychiatrists and psychologists in order to help them with their problems and mental health issues. The organizations can work together with their employees in understanding and helping with their issues to increase organizational commitment and conclusively increase organization's overall performance. And specifically for working females of Pakistan including nurses, there should be more focus on flexible hours, provide incentives for day care centres in order to help them balance their work and family lives side by side.

CONCLUSION

According to our results, in Pakistan work is the main cause of conflict not the family. The results show that Work-Family Conflict is affecting Organizational Commitment of nurses in Pakistan. Due to collectivist culture prevailing predominantly in Pakistan, it moderates this relation because of more attention being paid to the work demands. Mainly work demands are affecting the family responsibilities. Families are being ignored because of high commitment towards the organizations. Females in a collectivist culture face major problems in balancing their work and family responsibilities side by side as they have to give attention to their work at the stake of their families.

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