

Abstract

The present study aimed to see the relationship between work-family conflict, role overload, work engagement, and to explore the prevalence of family-friendly trends in Pakistan, was conducted in two parts: Study I and Study II. Study I being quantitative in nature, used a cross-sectional research design and purposive sampling. While Study II being qualitative in nature, used a deductive thematic analysis approach. Role Overload Scale (Thiagarajan et al., 2006), Work-Family Conflict Scale (Haslam et al., 2015), and Work Engagement Scale (Kuok & Taormina, 2017), were used in Study I, to assess the relationship among study variables on a sample of 200 (100 men, 100 women), employees, age ranging from 20-63 years, and Study II used a semi-structured interview questionnaire to conduct in-depth interviews of 8 (4 men, 4 women) participants. Study I reveal that irrespective of age, gender, marital status, and family orientation, employees experience work-to-family and family-to-work conflict in Pakistan, while they report higher work-to-family than family-to-work conflict. Additionally, an increase in role overload intensifies the work-family conflict, and work-family conflict in turn negatively impacts work engagement. Furthermore, study II found that using family-friendly policies such as flexible timings, half-day leaves, emergency leaves, and work from home helps employees reduce their work-family conflict. Participants suggested some friendly changes at work such as specified working hours, no calls after work hours, etc., and cooperation, responsibility-sharing and reduced expectations from family that can help them lead a better life, and recommended family-friendly policies such as compensation for overtime (verbal/financial incentive), compensating work hours, support and care from management, counseling, and leniency towards stressed-out employees, to be introduced at workplaces.

Keywords: role overload, work engagement, work-family conflict, family-friendly policies