



## The role of Work Family Conflict on Burnout and Organizational Citizenship Behaviors on Nurses in Health Sector in Pakistan.

**Syed Haider Ali Shah**, Senior Assistant Professor, Business Studies department, Bahria University, Islamabad, [Haidershab11@gmail.com](mailto:Haidershab11@gmail.com)

**Aftab Haider**, Senior Assistant Professor, Business Studies department, Bahria University, Islamabad, [aftabhaider@bahria.edu.pk](mailto:aftabhaider@bahria.edu.pk)

**Bushra Alvi**, HR Officer, Bahria University, Islamabad, [bushra.alvi96@gmail.com](mailto:bushra.alvi96@gmail.com)

**Dr. Arooj Zeb**, Assistant Professor at Virtual University Peshawar, [arooj\\_zeb@hotmail.com](mailto:arooj_zeb@hotmail.com)

**Ahmad Farooq Butt**, MBA student, Business Studies Department, Bahria University Islamabad, [ahmadfarooq719@gmail.com](mailto:ahmadfarooq719@gmail.com)

**Zahir Shah**, MS Students, Management Sciences department, Bahria University, Islamabad, [zahir772@yahoo.com](mailto:zahir772@yahoo.com)

**Abstract-** Now a days' the health sector has become the center of attention for researchers and practitioners. Nurses' role in curing and caring is very crucial and vital in delivering the services. The role of work family conflict needs to be understood in terms of management and the role of burnout along with the organizational citizenship behavior. This study novelty lies in an investigating the role of work life conflict along with burnout and organizational citizenship behavior in the twin cities of Pakistan, particularly in the health sector which has previously ignored by the researchers'. This study developed two hypotheses to achieve the objective of the study. Data were collected through questionnaire and sampling technique was the simple random sampling from 200 respondents'. The findings of the study reveal that work family conflict has positive effect on job burnout and no effect on organizational citizenship behavior. Findings are important for the hospitals top management to implement the proper practices of organizational citizenship behavior in order to develop the organizational citizenship behavior in nurses which in turn will lead to better performance and reduce the work family conflict. Results are crucial for practitioners and researcher to further investigate the possible reasons of work family conflict and burnout and organizational citizenship behavior role, particularly in Pakistan.

**Keywords:** work family conflict, burnout, organizational citizenship behavior

### I. INTRODUCTION

The hospital and nurses history is actually starting from Muslim, and the first hospital which was made actually were the Muslim's, and they were know that they could do best treatment of the patient efficient and in a positive way. The first hospital which was made and developed properly were the Muslim in Cairo in (872 A.H) the name of the person who made this hospital was Ahmad ibn Toulon and he was providing treatment to all kind of patients, and gave them free treatment and medicines facilities. The hospital contained a huge library and had a specified and special portion for psychiatric patients only. This hospital contains a large portion and space for bathrooms for both male and females separately and the hospital provided for their staff special and unique type of uniform to wear, and not only for staff but also provided to patient who would stay there are and be admitted. In the history of Muslims rural that was the best unique, great and was special hospital for patients in that time (Global Village, 2016).

The hospital is actually the place/institution which has specific staff members, and has to be organized in mendicancy and patients cure facilities and deliver the services to their patients 24 hours a day and 7 days in a week (WHO, 2017). The main objectives of the hospital is providing a perfect level of health service and care to patients. Moreover, to provide training.

There are different types of hospital all over the world. The research and teaching hospitals. Such hospitals must have their first and foremost objective to conduct research. While Patients caring is the secondary option of these types' hospitals. The General hospital, the basic objective was to provide health care, nurses' care and other general medical facilities and surgical facilities etc. And the main theme of this hospitals are teaching, training and research purposes. The specialized hospital - is the type of hospital, which provides their services on the specific area, like body specific organ etc. (Nurses School Hub, 2016; Nosheen et al., 2020).The following are the basic and main functions of the hospitals.

The patient caring: the patient care is the main and necessary function of the hospital because the hospital first priority is the caring of patients and its include the patients disease identification or diagnosing, cure of diseases or issues, providing medicines ,and other dental caring etc. these are all come in patient caring. Education &services: the hospitals provide different kinds of services and education facilities, while there are different services discussed under (Nurses School Hub, 2016).

The medical, health and other different professions education: Now a day's most of hospitals provide teaching and training facilities to different specialties, like nurses, doctors, social worker, medical educators and different other profession which are related to that services. The patient's educations are one of the unique and best ways which hospitals now a day provide to the children, and also help in the health caring. These kind facilities most of NGO, s provide in hospitals, while they are more focusing on patient counseling (pharmacy book, 2016).

The research plays a vital role, and today era of technology every organization, sectors, industries, focuses on the research for their development and advancement. So the hospital also one of them which focus on these kinds of activities, even made a separate department in the name of R&D department. The main focus of this department to improve their medical equipment, bring new knowledge about diseases and their solution and further to bring new innovation to the hospital for their advancement and development (investor Global Village, 2016).

As we know that the nurses profession, is the oldest well known profession, and the some interested professional of this field pay for it in beginning for this services, and this was specifically true of wet nurses, mean the nurse who take bay whose mother died , and A female whose kid did not survive birth, or the one who's ready to halt her child, or the female whose can adjust their self-more than one baby in their services accept the wet nurse profession (Weatherford, 2010; Nosheen et al., 2020).The home is the first hospital where the female perform the duty of nurses if we focus on her service she perform a lot of duties in the home like baby health caring, food, clothes, giving medicines during illness and other all those facilities she provide for her baby at home. If we study the history of nurses before two centuries ago the European women and the North America females perform their duties at home which the state gived name is the home nurses. Because they consider that home is the center of heath care. After the civil war the hospital take benefits as the form of the nurses' profession. Because during war there were no female nurses were available in military hospital most of the respectable were at home and the most of wives followed their solider men, and this time the best known nurse was Mary Ann Bickerdyke (1889), and she was a young age widow who start duty of nurses when she raised a fund from local charities to gigantic.(Weatherford, 2010), And that she open her services at the river side and go to army officer for the cure which after they known that name sole nurse because the alone performed the services of 2000 military officers .before this nurse one was the well-known nurse a young age widow Phoebe Levy Pember, ( 1855) whose performed the duties of 15000 patients (Weatherford, 2010).

If we focus on the history of nurses during and before 4 decades, and during and between the Civil War, while the beginning of twentieth century, the theme and background of nurses moved from being viewed not as much honorable profession, but the next century would bring still more changes, and the nurses profession get some extent respect and name in the professional fields and hospitals and as well as in people mind (Weatherford, 2010).the Florence nightingale also played a lot of role in the nurses history . Because in 1900 the nurses was very necessary and important as compare ever, because she was send the nurses to wounded and serious soldiers to help them during war. If we see the role of Nightingale in the Europe history she played a vital role in the nurses filed, and main thing which she presented in the front of world in that time was the making/opened of the first nurses school in late 1860 in London which as known as the name of, the Florence Nightingale School of Nurses. Florence nightingale also made the history in the nurses in that time and she was very famous in that profession, in some were also crated history in the nurses before the nightingale in late 1800 which names were Clarissa Harlowe Barton she made after civil war the American Red Cross and Linda Richards and Agnes Elizabeth Jones helped a lot and made more nurses schools for US and japan during made the 1800, and they made a model for nurses which are using /follow nurse today area of nurses profession. The Queen Victoria of England assign the Military Hospitals made in the 1860's, with the name of Royal Victoria Hospital (Nurses school hub, 2015). The World War one, gived a huge boom to the nurses profession within the country national nurses diploma in late1922 (Nurses school hub, 2015). During the late 1800's & 1900's, those who want to be a professional nurses would just go to the school and received a certification, and now and today nurses profession you can't do like the late 1800-1900 but you will go to with proper mind set and you will perform the all those formalities

which are needed for it, while the nurses which enrolled in this service, with the name of the Staff Nurses, Sister and Principal Matron (Nurses school hub, 2015).

The Pakistan medical sectors have been historically busier with cure as compare/ rather than care. As a result the country producing a large numbers of doctors every year, while the other side it's not focus and ignore the nurse's profession, whose play a lot of duties with doctors and watt in the form of patients caring. According to the study that existing females nurses ratios is very less which is equal to 1:50 (Journal of Pioneering Medical Sciences, 2013), while according to the Pakistan national council) explained that Pakistan have 1:10 ratio in general level and the 2:1 is majors or specialized. The major reason is that the existing nurses divided unauthorized and wrong way, because the Sindh province facing the hard issues of nurses staff in hospitals, while other side Khyber-Pakhtunkhwa has the large and extra numbers of nurses, and Pakistan have 162 registered nurses colleges in which involved the 50 students each, and have capacity only 50 students per year and the approving authority only has the PNC (Pakistan national council). According to the Aga khan nurses midwifery said and mentioned that the demand of nurses increasing globally, but Pakistan is going in shortage for the producing the nurses professional (Nisma, 2014). The main and primary reason may be the shortage of nurses and its nurses not consider like other reputed profession, so that people not give more attention as compare other reputed profession to this side. According to the study he mentioned that when female nurses performed in front or against male patient and touch him its feel people un comfortable and female nurses disturb and all those who work from far location face security issues and sexual harassment issue as well (Nisma, 2014). The district nurses association, mentioned in their study that, Peshawar recently last five months registered 8 cases against sexual harassment and study also explained that there are more cases occur like that, but people fear to register the case and this types issues always occur in other districts and provinces (Nisma, 2014). According to the sadiq whose the head of nurse in working since 25 in that field, in the civil hospital Karachi, he mentioned that the nurse face a lot of challenges and trouble in hospital, and he also explained that when any issue or accident face any political party , most of them threaten us and breaks the things in hospital. The WHO mentioned in their report that world are facing serious issue in the form of nurses shortage, and the estimated figures which shows the report is 4 million nurses which are need for 2015to achieved the global health goal (Nisma, 2014).

As we know that female play a lot of duties and responsibilities for their families and they are bond to the cultures and different countries (Greenhaus & Powell, 2006). In Pakistan and as well as in developing countries females play a vital roles for family and as well as on job, but in some conventional families the husband go on job or business and wives manages the house responsibilities and works, like care of children, house resources keeping etc. (Greenhaus & Powell, 2006). The technology, world rapid growth and modernization changed the people mind and people want to develop their career and they want to stand their own feet and for this they join the organization. Work family conflicts arise first time in 1980 when the females started their participating in jobs (Tsai & Huang, 2008).

Most of developed countries females employees are talented and more successful, but the under developing countries females face a lot of challenges and difficulties, and the issue of work family conflicts arise when the family issues or responsibilities increase (Winefield ,Boyd, & wine field, 2014). Females can't balance or manage both the duties and family due to deficiency and troubles (Fleetwood, 2007). The nurse's profession is more related with female's employees and they are facing more challenges and tough situation. And the work environment for nurse is easy in developed countries, but in under developing countries some social, cultural, tobos and values of work environment create difficulties which create problems and effect their careers, performance and efficiency of organization and create psychological stress through which they can't perform well and can't achieve target and goals (Elfer &Dearnly, 2007). The study of hongkong stated that most of married female professional founded more effected and stressful as compare to unmarried and he also explained that married females feel more stressful due to the lack of husband support (Io,Stong, & Ng, 2003) , According to the spell over theory in today era of working hours have created in balanced between family and working. Work family is hot and serious issue among and across the globe, and it's the serious problem for both, (organization/employees) and its effect both negatively, because the poor performance, stress of employees can affect the efficiency, performance and the productivity of employee and organization (Grzywacz & Marks, 2000). Work family conflicts are confussionatic and serious issue for organizations, and the most of organizations fail in the effective uses of employee's skills and abilities, and the organizations suffers a lot and go down in the market.

Work family conflict is serious issues in Pakistan and which create impact on employee job burnout, because now a day's more employees complain in organization that they are unable to perform/manage the work and family obligations correctly and efficiently. Burnout is a right way to explore the origins of burnout in social, economic, and cultural evolution in the last span of the last century, and it's because, the world rapid oscillate from an industrial era into a service era (Schaufeli, 2009; Khan et al., 2020).

The Job burnout is an essential and serious issue for leaders, and managers, to be think about it. While in the present economy, many organizations are searching themselves and trying to achieve equal or more work with fewer employees. This translates the greater workloads and job demands and which in turn the results in the form of higher levels of stress. (Shah et al., 2018; Shah et al., 2018; Shah et al., 2020) Too much stress reduces the employee performance and keeps people at risk and for burnout. Job burnout is actually the type of stress or pressure of job which effect employees a lot, and the employees can't perform what actually they want and what's the organization goal /demand. The job burnout suffers the employees too much and they lose the self-confidence which creates the negative impact on organization productivity (Maslach & luler, 2005; Khan et al., 2020). Job burnout is associated with many symptoms and possible consequences such as depression, absentisam, abuse. According to the study of American psychological association the result of job burnout can be in the form of depression, anxiety, and physical illness. This is serious issue when it go on growth stage it cause physical and mental breakdown which include stroke, heart attack and suicide and its affects more on female nurses. So the job burnout we study on the basis of three different diminutions, (1) Exhaustion (2) Cynicism (3) Inefficiency, (Harris, 2014).

It's important for every organization (Small, Medium, large) to have a good relationship among coworker, because its help a lot in organization challenges, goals, and for organization support and benefits. Organization citizenship behaviors is not a tangible behaviors but its play a vital role in organization productivity, positivity and as well as organization efficiency (Shah et al., 2016; Kozub, 2008). so we can define Organizational Citizenship Behaviors, that type of organizational behaviors where employees can feel relax, comfortable, motivated and can solve trouble among colleagues and does not feel task is contractual task (Shah and Beh, 2016; Earache, 2013; Shah et al., 2021), and the Organization citizenship behaviors help a lot in the retaining of employees and the flow of information in organization. Because in Organizational Citizenship Behaviors every employees try to perform well and to increase the productivity and effectiveness of organization (Schenk, 2012), According to the study of Organizational Citizenship Behaviors, different authors explained that behaviors play key role for the organization success, and if there are miss behaviors between organization and employees, so organization will lose their customer and market share as well as organization will lose their growth/development and skill full employees (Boiral, 2009; Shah et al., 2021). Managers who understand the pros and cons of organizations can help employees make the best contribution to the organization and avoid burnout. Here is what you need to know, Feeling that organizational citizenship employees "go a long way" out of personal motivation - recognizing these motivations can improve performance and job satisfaction ,Expecting or formalizing this behavior can lead to a work-life balance that is unstable or unhealthy; however, making it unrecognizable may reduce motivation, Positive organizational citizenship reduces the need for oversight, increases morale in the workplace, and produces cost-saving advice - all of which can save management time, Individuals have a forward-looking thinking about what they present and tend to choose what they want to be the future role, Employees who are willing and willing to go beyond formal job requirements will help organizations cope with changing and unpredictable conditions, Examples of organizational citizenship behavior for colleagues include returning the lift home, suggesting improvements in the way colleagues work, and even loading paper into a shared printer (Maslach, 2008). Organizational citizenship behaviors for the entire organization include helping to recruit the right people to do specific tasks, making recommendations for improving workplace facilities, or working overtime without pay. These behaviors are desirable in a typical organizational structure, but difficult to develop. (Lambert, 2013; Khan et al., 2020).

### **Problem Statement:**

The work family conflicts is not only issue in Pakistan but it is a big issue which every organization face now a days around the globe, And every organization and employee fell stress which affect the organization performance and result (Nosheen et al., 2020). According to the world health organization mention in their report that work is facing very serious issue, the shortage of 4 million nurses all over the world to complete the nurses to the worlds it means that the nurses are facing some issues due to which these kind shortage come to organization and globe. So the main goal of this research to identify the impact of work family conflict on the job burnout and the organizational citizenship behaviors of nurses in health sector of



Pakistan, and to identify the main issues and problem which nurses face ,and the impact of family issues on nurses.

### **Research Objective:**

- To determine the Impact of work family conflict on burnout on nurses in health sector.
- To determine the impact of work family conflicts on organizational citizenship behaviors on nurses in health sector.

## II. LITERATURE REVIEW

### **2.1 WORK FAMILY CONFLICT**

Work family conflict is generally a form of inter role conflict in which role pressure from the work and family domains are mutually incompatible in some extent (Greenhaus &Beutell, 1985), and this conflict increasingly common among United State workers (Jacob & Gerson, 2004). According to the Spector (2009), that majority of work family conflicts researches appear and conducted most in western countries like USA, United Kingdom, Canada, etc. Greenhaus and Beutell, (1985) mentioned in their study that work family conflicts arise when the time, energy and behavioral demands of a role in domain work and family make it difficult to meet the demand of other domain. While there are different Women working in the banks sector and more prefer the bank sector for their job, and report mentioned that experienced married women have more problems against unmarried women, while study also include that all involves those females whose neglecting' their children, due to the their employment works and problems, and she will need the support of her family and husband to help her. (Abid et al., 2013). Edward and Rethbend (2000), explained the work family conflict have two form or concept (1) Time Base (2) strain base. Carlson, (2000) explains three forms of work family conflicts, Time base, Strain base and behaviors based conflict. Most of study on cancer patients researcher argued that major source of work stress is work family conflicts and heavy work load (Grunfeld, Coristine and Evans, 2004). Allen, (2000) conducted the study that work family conflict is significantly related to job work stress and pressure on work. While most of studies indicated that WFC has effect both on family and as well as on personal life satisfaction and which create more stress (Allien, 2000; Khan et al., 2020), and research also identified that both male and female are affect (Bedian, 1988), and the literature on working-family conflict reflects its impact on employees' cognitive feelings, mental health and behaviors, and their lives (Allen et al., 2004; Greenhouse, Collins and Shaw, 2002). In addition, work-home conflicts are significantly related to job burnout and turnover (Burke, 1988; Freon at al., 1992), (Williams & Alleger, 1994)The root causes of the conflict depend on the accessibility of the various support systems both inside and outside the home and her work, and In the another study, working-family conflict was due to a wealth of work, working women needed flexible working hours, and working hours were positively correlated with working-family conflicts (Sable & Mercian, 2011). However, "the reality is that work environments for nurses are often filled with workplace violence in the form of horizontal violence, also known as bullying (Taylor, 2001). Nurses face excessive job demands, disrupt their family needs, and divide them between work and family roles. They cannot satisfy both of these areas without compromise. Most nurses confronting working-family conflicts attribute blame on their job and working conditions (Burke & Green, 1999). Most researchers believe that the act of time focusing on specific roles or the pressures and specific roles is a fundamental element of the conflict between work and family life (Greenhouse & Beutell 1986).Work Family Conflict, indirectly effect nurses/ employees both physically and psychologically and increase cholesterol (Thomos & Gangster, 1995 ), while the Work family conflict is a kind of pressure, which High-volume employees are always exposed to working-family conflicts that affect their performance in the workplace and in their personal lives (Nathen, 2010). And some work on family conflict researches has focused on the construction of measures, including the direction and the process of measuring, the interaction between work roles and family roles (Kossek & Bethel, 1998). Earlier studies defined work-family conflict as a global, two-way, one-dimensional structure in which job roles interfere with family roles and vice versa, (Cooke & Rousseau, 1984). More specifically, work-to-family conflict means work disrupts the family. Wiley, 1987). Previous studies have shown a negative correlation between work-family conflict and life satisfaction. In addition, there are studies showing a negative relationship between work and family conflict. Burden, 1987. In a study by Grice et al. (2011) investigated the WFC and family work conflict, related to the physical and mental health of postnatal women in Minnesota, while the results show that the

two directions of family conflict are negatively correlated with mental health scores, but there is no clear correlation between occupational spillover and physical health. The latter, (2003) has also been studied, in other studies, and most findings suggest that work-family conflicts lead to poor health (Greenhaus & Spector, 2006). However, Steenburgen and Ellemers, (2009) concluded in their study that work family conflict, was associated with poor health outcome scores, whereas Family work conflict was not associated with any of the healthy outcomes measured (cholesterol, body weight, and physical strength). Work-family conflicts also produce a variety of family-related outcomes. In their research, Hughes and Newcomb, (2012), both emphasized the quality of the relationship between work-home conflict and personal-spouse relationships and the relationships with children, family and negative correlation of friends' time quality. In the past three decades, a large number of studies have investigated the relationship between work and family conflict and strain, (Levering, & summer, 2011). Strains are the psychological, behavioral and physiological responses to environmental requirements, threats and challenges, including such things as burnout, depression and mental attacks (Griffin & Clarke, 2011; Nosheen et al., 2020), Of course, conflicts can occur when one female must play multiple roles like (wife, mother, housewife, teacher, and employee), that require time, effort, and commitment (Aminah, 1997). Specifically, a person who combines work and family may face time-based, contingency-based and behavior-based conflict of roles (Greenhaus and Beutell, 1985).

The work family conflict is more related with job burnout and employees turn over (Collins and Shaw, 2003; Khan et al., 2020). Burk, 1988, and Forne, (1992), explained that work family conflicts causes job dissatisfaction among employees. ), and while Work Family Conflict, lead work related and without work burnout which cause negative consequences (Esson, 2004). Trout, (2012) explained negative impact of work family conflict on employee's turnover. Pakistani women are predominantly parents (Shah et al., 1986), and the Family-friendly policies such as flexible working hours and job sharing, work-family culture, etc. can increase employee organizational commitment (Bashir and Ramay, 2008). According to the Gutek, (1991) that work family conflict cause lack of motivation, depression, lack of efficiency and result, it's also effect employee's personal and professional life. Wang, (2012) work to family conflict is positively linked with professional efficiency. Research has added this conflict is related to the job dissatisfaction, low organizational performance, commitment, emotional exhaustion and burnout (Beutell & Berman, 1999), most of Pakistanis researchers also identified that work family conflicts lead employees on lack of motivation, and decrease employees performance, emotions and create dissatisfaction (Ahmad, 2008: Nadeem & Abbas, 2009: Syed, 2013). According to the Williams and Smith, (2013), explained that nurses feel more stress in their profession as compare to other health professional, which effect on job satisfaction and carry employees in burnout which create negative effect on productivity efficiency and result (Najimi, Goudarzi & Sharifired, 2012). According to the study that, research on the gender basis of Work Family Conflict has received a very little attention in Pakistan (Ansari, 2011).

Most of researchers explained that work family conflicts more effect on burnout , employees satisfaction , health , behavioral , emotional and mental process (Jenning, 2008: Young and Milkie, 2013), and the high level of conflict on work are related to lower level of organizational citizenship behaviors (Tompson and Warner, 1997), research studies have also indicated that organizational commitment is negatively related to work family conflict and positively to organizational citizenship behaviors (Shah et al., 2021; Shah et al., 2018; Shah et al., 2018; Organ & Ryan, 1995). Goff, (1990) explained has study that Work Family Conflict, is negative impact on productivity and increase employees absentisam, and also create negative attitudes and job dissatisfaction (Burke, 1988: Shah et al., 2020; Kossek, 1998: Shah et al., 2020; Thomos & Ganster, 1995; Shah and Beh, 2016; Shah et al., 2013). Sultana (2012), identified that most of mother suffer from its conflict and feel huge stress during work, and most of researchers identified that the more demanding of jobs is related with WFC (Burke & Greenglass, 2001; Madson, Miller, & John, 2005). Most of the organization focus and evaluate the performance and commitment of working females on the basis of her availability, presence and presences during office time in the workplace (Lewis and Humbert, 2010).

According to the Perrewe & Hochwarter (2001), indicated that work family conflict occurs due to incompatibility between work value , and this congruance lead employees dissatisfied (Meglino & Rewlin, 1998), several studies explained that WFC,s are serious and major challenges for organizations in this era , which are effect employees and organization (Grzywacz & Bass, 2003; Niclo, 2003; Robbins, 2004, and wile Nicole, 2003; Warner, 2005), said that employees turnover, commitment, poor performance and poor health is the major reasons of work family conflicts. Recently research identified that man and women have equal level of work and family conflicts (Kristen, Shockley, Shen, Nunzio, Arvan and Knudsen, 2017).

## 2.2 JOB BURNOUT

In different countries, stress and burnout are often seen as similar areas. However, this situation is largely dependent on the latter being due to the long-term experience of the stress response rather than to specific acute stress events (Maslach et al., 2001), and this is a temporary adaptation process. However, job burnout is a process of gradual psychological erosion and one is the result of various social and emotional chronic exposures (Shah et al., 2016; Maslach, 2001). Although there is considerable debate over depression-related high-grade burnout, depression is called clinical syndrome, a clinical syndrome that is perpetuated into individual life (Maslach & Leiter, 1997), and burnout is a term that describes contextual crisis Personal working relationship, especially the focus. In recent years, the number of studies on job burnout has greatly increased, and research on job burnout has been extended to almost all jobs, even non-occupational samples such as students (Bakker, 2002; Yang, 2004). Yang, (2004) defined student burnout as-Students in the learning process show a state of emotional exhaustion, a tendency to disintegrate their personality, and a low sense of personal accomplishment due to the pressure of classes, the burden of classes, or other psychological factors. Pine, (1981), investigated and compared occupational burnout among nurses, counselors, educators and undergraduates and found that students ranked in the upper and middle ranks of the burnout scale. This shows that students have a certain degree of burnout during their studies. (Pine, 1981). Most of the frameworks for job burnout raise initial motivations or engagements, before burnout. After reviewing a large number of studies on job burnout, Schaufeli and Enzmann, (1998) put forward a comprehensive burnout model that shows that stress can be exerted if working conditions do not support and adapt to strong help motivation. In addition, Hallsten (Hallsten, & Gustafson, 2002; Hallsten, Josephson & Torgén, 2005) argues that job burnout is a progressive crisis of survival that affects high-risk groups to protect their self-esteem through accomplishments.

Pines & Keinan, 2005) adopts an existential approach to show that burnout can occur when the meaning and meaning of the pursuit of life at work are not successful. . High burnout levels in nurses have been associated with heavy workloads (Greenglass, 2001; Laschinger, Finegan, & Wilk, 2011), create job dissatisfaction (Aiken, Clarke, Sloane, Sochalski, & Silber, 2002; Vahey, Aiken, Sloane, Clarke, & Vargas, 2004; Zangaro & Soeken, 2007) and cause employees turnover (Fochsen, Sjögren, Josephson, & Lagerstroemia, 2005; Kenner et al., 2007; Leiter & Maslach, 2009). The study found that 66% of new graduates experienced severe burnout, primarily related to unsatisfactory workplace environment (Shah et al., 2018; Shah et al., 2018; Laschinger, Grau, Finegan, & Wilk, 2010). The new graduate's lack of supervisor support involves employees in burnout (Spooner-Lane & Patton, 2007). Job burnout create lower job satisfaction (Graham, Davies, Woodend, Simpson, & Mantha, 2011), and it effect nurses physically and mentally (Idris, 2011).

## 2.3 ORGANIZATIONAL CITIZENSHIP BEHAVIORS

Organizational Citizenship Behaviors is a relatively new concept of performance analysis, but it represents a very ancient concept voluntary act of human behavior, does not require compensation or formal rewards. Successful organizations need people who work more often than usual and deliver better-than-expected performance, Organizational Citizenship behavior (OCB) describes the employee's willingness to go beyond the role of its stated role. In previous theories, some studies support the belief that these behaviors are related to organizational performance indicators (Mantha, 2011; Akola, 2015

Self-Organized citizenship (OCB) has drawn widespread academic attention since it was conceived. Organizational citizenship behaviors refer the actions of workers or employees who perform above and beyond the organizational expectations which reflect an unrestricted by workers (Somech & Drach, 2004). Further, Smith, (1983) also explained that organizational citizenship behaviors contain two major dimensions one is Altruism, means when employees work and help of coworkers without any demand, selfishness, physically and mentally force to complete or accomplish the organization targets (Podsak, 2000; Donavan, 2004), and second one is Compliance means when employees works according to company rules and regulation (Williams & Anderson, 1991). Earlier studies of the organizational citizenship behaviors focused on two ways -factor models that emphasized altruism and the compliance (Smith and louse, 1983). And other organizational citizenship behaviors models focus on the five-factor model. These factors are marked as altruism, seriousness, athleticism, courtesy and civic virtue (Organ, 1997). In the past 20 years, a large number of the studies have attempted to investigate the personal and organizational environment that may increase the incidence of organizational citizenship behaviors (Golan, 1996). Further research revealed a clear link between employee attitudes and organizational citizenship behavior. Dalal

(2005), mentioned in his study that organizational citizenship behaviors, include proper work, best uses of resources, cooperation among workers, low selfishness and employees complete their task on time, while study also explained that organizational citizenship behaviors more beneficial for correctional organizations (Organ,1988; Kemeny,1996; Somech & Drach,2004).organizational citizenship behaviors which helps promotion ,positive, effective and developing functions of organization (Bragger, 2005), And OCB create strong bond and commitment between organization and employees (Culliver, 1991), While Such behaviors are those which helps and motivate others(Smith, 1983).

According to the Lambert (2010) explained that organization citizenship behaviors increase job satisfaction, burn out and decrease the employees turnover, and he also mentioned that organizational citizenship behaviors have positive relationship with organization commitment and have negative relationship with stress (Lembert,2008), and while organizational citizenship behaviors also support more organizational, social, and psychological environment as compare to technical core (Borman & Motowidlo, 1993), while research also identified that work family conflict have negative associated with organizational citizenship behaviors ,like strain based and family on work conflict these two are more negative associated with organizational citizenship behaviors, even both work family conflict and the “Organizational citizenship behaviors” are also negative associated with each other (Lambert, Kelley & Hogan, 2012). While this reflects the flexibility of workers 'roles in modern workplaces and acknowledges employees' recognition and rewards for participating in the organizational citizenship behaviors.

There are different researchers works related this topic and got different results and every researcher given solutions related this work in Pakistan and also abroad/overseas, and researchers also have given review of work family conflict with different theories. Like role theory, spill theory, compensation, segmentation, conservation of resources and integration.so our researcher is basically in Pakistani context and research study means to find the result of work family conflict ,burnout and organizational citizenship behaviors , the study of nurses of Pakistan health sectors, and for that I have studied previous study related this topic, most of researches on banking and education sector, in banking sector. Role of work-family conflict in job burnout: support from the banking sector of Pakistan, and most of Pakistani researcher done research on this topic like, Laeeque, 2017; Rubab, 2017; Salam, 2014; Khalid, 2008; Afzal, 2010; Bashir and Ramay, 2010; Abbas and Premi, 2011; Anwar & Shahzad, 2011; Khan, 2011; Malik and Ahmad, 2011; Jabeen, 2011; Mohsen, 2011; Shojat and Bhutto, 2011; Akbar, 2012; Hussain, 2012; Mehta, 2012; Abid, 2013; Ubaid, 2013; Syed, 2013). This study also find the positive and negative attitude related this topic, and the negative result include, job dissatisfaction (Burke, 1988; Thomos and Ganster, 1995), anxiety (Matthews, 1996), low organizational performance and commitment (Wiley, 1997), Burn out and most of the cases stress occur (burly, 1995),and study also identified that during job some females find the attitudes of the male members which disturb the women and as well as working women which operate there or doing job their (Faisal, 2010).

Research also identified that work family conflict have significant and positive effect on both burnout and citizenship behaviors (Rubab, 2017).

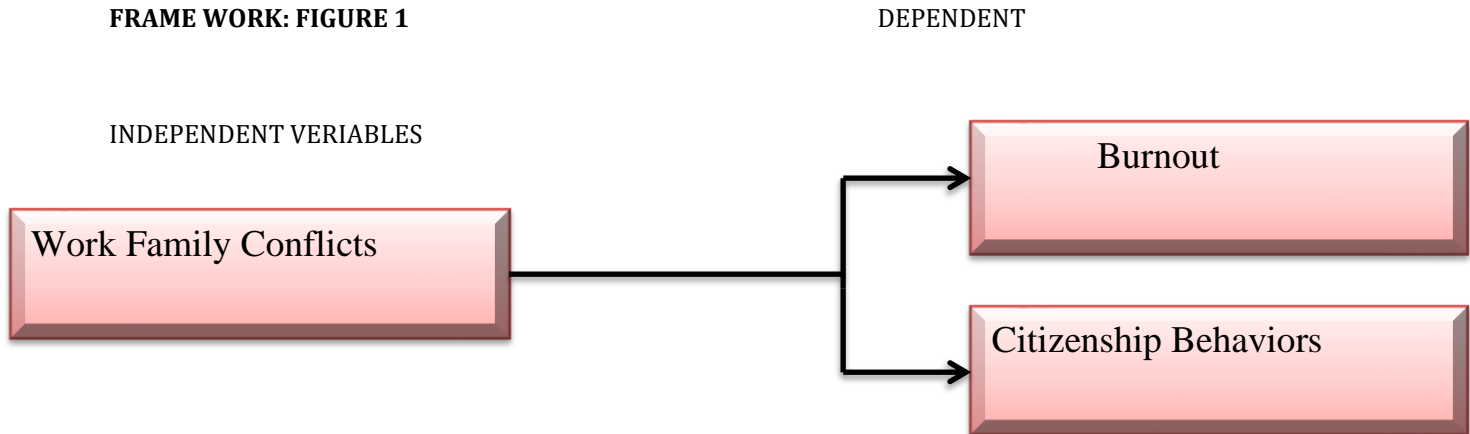
After a thorough literature review this study identified the main gap and purpose of the study , the main gap is to find the impact of work family conflict on job burnout and organizational citizenship behaviors, a study of nurses in health sector of Pakistan, because the most of previous studies conducted on the banking sector, educations and little bit overseas on health sector, and 2017 one Pakistani researcher related this topic done their study on banking sector referred the future study work on this topic but on different sector and this study also mentioned that more of Pakistani females families prefer banking and education sectors which is the cause of work family conflict (Rubab, 2017). It means that more research done on others sector, so this the best opportunity for me to study this and to find the solution of this study to reduce the big issue which our patients, nurses and even now a days every organization face this critical issues which cause negative impact on employees performance, destroy employees life physically and psychologically and also effect the organization productivity. Recently the World Health organization mentioned in their report that world are facing a serious issue in the form of nurses shortage, and world are need to complete their health goal need 4 million nurses from worldwide.



### III. RESEARCH METHODOLOGY

#### 3.1 THEORETICAL FRAME WORK

##### FRAME WORK: FIGURE 1



#### 3.2 HYPOTHESIS:

Following are the research hypotheses of the study.

**Hypothesis 1:** There is a significant relationship between Work Family Conflict and Job burnout.

**Hypothesis 2:** There is a significant relationship between Work Family Conflict and Citizenship behaviors.

#### 3.3 METHODOLOGY

##### 3.3.2 Population of the study:

The total and targeted population of this study is health's sector and different hospitals of the both twin cities, (Islamabad and Rawalpindi). The hospitals that this study has selected is both private and public sector hospitals registered with PMDC.

##### 3.3.3 Sample Size:

The 200 respondents were selected and only nurses were selected in hospital to fill these questionnaires. In the respondents select only female nurses. The nature of the study is quantitative and sample size taken is 200 hundred and data collection was done through Questionnaires.

##### 3.3.4 Sampling Techniques:

The sample technique in his study is simple random sampling and only female nurses were selected for this study and it was a unit of analysis. Questionnaires were distributed randomly and data collected from the different hospitals where nurses had their free time.

##### 3.3.5 Data analysis:

The data collected were carefully analyzed in the statistical software SPSS the IBM version 22 and different tests/techniques like correlation, regression analysis, descriptive statistics, reliability test and nova etc were run to get results of the study.

### 3.3.6 Research Instrument

The Questioners is actually used for data collection and measures were adopted various studies. Work family conflict measure were adopted from Carlson et al., (2000). Job burnout from Maslach et al., 2001 and OCB from Organ et al., 2006; Smith et al., 1983; Bateman & Organ, 1983; Organ 1988; Williams 1988)

## IV. THE DATA ANALYSIS & FINDINGS

The data analyzed through the analysis tool SPSS software the IBM version 22, while the method used in the data analysis is the Pearson method. In this study, three different variables, one is independent and two are dependent variables. The basic objectives of the data analysis was to identify the significant relationship between work family conflict and job burnout ,and other aim to find the importance and relationship b/w WFC and CB. And third and final objective was to identify the relationship between job burnout and citizenship behaviors.

The following are the main hypothesis of the study which are under.

**Hypothesis 1:** There is a positive relationship between work family conflict and Job burnout.

**Hypothesis 2:** There is a significant relationship between work family conflict and Citizenship behaviors.

### 4.1.1 Level of significance

The level of significance which is proven and kept the expert is the  $\alpha = 0.05$  or equal to 95% which this studied proved in their result.

## 4.2 ANALYSIS TESTS

In the study used different techniques tests to identify the efficient and positive result. The following are the techniques.

- **Descriptive Statistics**
- **Correlation**
- **Regression**
- **Anova**

## 4.3 DESCRIPTIVE STATISTICS

**Table 4.1: DESCRIPTIVE STATISTICS**

Variables	N	Mean		Std. Deviation	Variance	Cronbach Alpha
	Statistic	Statistic	Std. Error	Statistic	Statistic	
WFC	200	3.07	.046	.652	.426	0.71
JBO	200	3.03	.050	.719	.517	0.81
CB	200	3.77	.038	.544	.296	0.84
Valid N (list wise)	200					

#### 4.4. Interpretation:

The above tables shows the result of descriptive statistics, its means that the first column tells about variables and the 2<sup>nd</sup> column is sample size or respondents and the third and fourth columns show about the means and fifth standard deviation, the last one show the variances. so the important thing for the study in this tables are mean value, standard deviation and variances. The mean value is actually is average of all numbers, here it tells about that how much you increase your sample size your mean value will be go down, while the standard errors show the occurrence of errors. The standard deviation tells about spread or dispersion of observation. The more the increase in Standard Deviation the more the people observation will different or not same. The variances show the errors up and down from your mean point.

#### 4.5 CORRELATION:

The correlation is the combination of two words “CO” which means together and “Relation which means connection, So Correlation describes the analysis of the association and relationship between two variables.

**Table 4.2: CORRELATIONS**

		WFC	JBO	CB
Pearson Correlation	WFC	1.000	.392	.129
	JBO	.392	1.000	.035
	CB	.129	.035	1.000
Sig. (1-tailed)	WFC	.	.000	.034
	JBO	.000	.	.313
	CB	.034	.313	.
N	WFC	200	200	200
	JBO	200	200	200
	CB	200	200	200

The above table shows and tells about the correlation and relationship between these variables, that how much the variables are correlate with each other's. The results show that WFC have strong relationship (.392) with JBO, and the JBO have association and strong relationship (.035) with CB, while the work family conflicts have very low connections/relationship with CB.

#### 4.6 REGRESSION

Regression describes how the independent variable is numerically associated or related with independent variables. The main theme of the regression is to identify the relationship and association between these two different variables (dependent vs independent)

**Table 4.3 Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	CB, JBO <sup>b</sup>	.	Enter

a. Independent Variable: WFC

b. All requested variables entered.

**Table 4.4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.408 <sup>a</sup>	.167	.158	.598940346384482	.167	19.717	2	197	.000

a. Predictors: (Constant), CB, JBO

This model is actually based on 10 columns and 2 rows, the model tells that you can enter and specify more models in one single regression order/command. R-square its show the co relationship and forecast of the dependent variables. And the next standard errors shows the estimated errors, which also mentioned in ANOVA tables means error. If focused on right side of the table change statistics the last column the significance of the F change where is the value is **.000** which means that the value of alpha is less than **0.05**, it represent that the relationship is significance and positive between the independent and dependent variables.

**Table 4.5: COEFFICIENT**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
		1	(Constant)	1.478			.342		4.320	.000	.803
	JBO	.352	.059	.388	5.957	.000	.235	.468	.392	.391	.387
	CB	.139	.078	.116	1.780	.077	-.015	.293	.129	.126	.116

a. Independent Variable: WFC

The first column shows the model which represents the dependent variables both JBO and CB. The second column B shows the forecast or predicting values of independent to dependents side, and the second one represents the standard errors of variables. The next column tells about the beta value and standardized coefficient of two dependent variables. The t value is actually come when we B value divide on the Std. errors the result come in the form of t value, like **t = B/Std errors (1.478/.342 =4.320)**.

So, come to real and basic interpretation side the Significance column which shows the value of significance **.000** its means that the value of significance two variables are less and one is grater then from alpha value. Less alpha value means that, if the variable value less from **α 0.05** so that the relationship is significance, if the value is greater than alpha value **α 0.05** shows the relationship is negative or insignificance.so the value interpreted here.

Work family conflicts value and job burnout value is less from alpha value **.000** which show strong relationship or the significance relationship, while the organizational citizenship behaviors value is grater from the alpha value **.077**, it shows the no relationship or less significance relationship with work family conflict.



## V. CONCLUSION & RECOMMENDATION

### 5.1 CONCLUSION

This study identified the impact of work family conflict on job burnout and citizenship behaviors. The result of statistical software spss IBM version 22. This study used different technique and tools for the data analysis, like correlation, regression, descriptive statistics and the following results were appeared.

The first technique is used the descriptive statistics techniques, which give the following results about the study that there were some data deviated from mean point. Furthermore, the results show that the work family conflict had strong impact on job burnout, because the regression, correlation proved the significant relation between job burnout and work family conflict. Further, results tables also showed that burnout had also significant relationship with organizational citizenship behaviors. It means that the hypothesis which were drawn, the two hypothesis proved significantly and one was found to have a negative relationship. The most studies were related to work family conflict were found to be having positively associated, Rubab, (2017) mentioned in their study and their results also found that work family conflict had positively related with stress and burnout. Moreover, Lee (2004), also mentioned in their study that work family conflict had positively association with burnout. On the same notion, Solmon, (1998), also proved by elaborating the results about his study that work family conflict that had positively associated with each other. Same is evident by another study that job burnout was considered one of the most contributing factor which had a strong effect on work-family conflict (Bakker, 2008; Aryee, 1993). According to the Lenard, (2004), he mentioned that employees felt tensed because of the spouse issues and problems and not receiving adequate time from their spouse. So it portrayed that work family conflict is serious issues in the hospitals, as well as in different sectors like banks and education sector and even every organizations face now in the form of serious disease. Work-family conflict is mainly due to staff dissatisfaction with work and due to work overload. Working-family conflicts increase the performance and satisfaction of female workers (Grandey, Corduroy; Crofter, 2005; Khan et al., 2020). Work-family conflicts have become a special concern for all kind of businesses. The second hypothesis the work family conflict is negatively associated with organizational citizenship behaviors, because the findings shows that the relationship figure is very less, this study identified that work family conflict and citizenship have negatively correlated with each other. Further different studies mentioned in their studies that, work family are negatively associated with each other. Organizational citizenship describes a wide range of individual behaviors that go beyond the tasks assigned, often for the benefit of the organization which might be motivated by personal aspirations. Further, it is important that staff have a good relationship with their colleagues, help and support colleagues in an organization-friendly way and strive to achieve the organization's goals. This study found a significant relationship among variable and are also consistent with previous research findings (Nosheen et al., 2020; Shah et al., 2016; Khan et al., 2020; Shah et al., 2020). Further this study concludes that it should be incorporated in the health sector as this study proved empirically that all of the variables have strong and significant relationship with each other.

### 5.2 RECOMMENDATION

The overall study identified that work family conflict have serious issues for the employees and for organization as well, because if there is conflicts among work and family, it can effect both parties employees and families which result will be in the form of low job performance, low productivity, absentisam, burnout, health issues, low job satisfaction, and further other issues can occur. According to the World Health Organization mention in their study, that world is facing serious issue in the shortages of the females' nurses, and the shortage which occur, figure 4 million females nurses. So from this study identified that females nurses have face serious issues and conflict during job and as well as in home.

The issues description means that if we do not give attention, like these kind issues and not solve the problem, thus we can face a lot of troubles in the form of low patients care which can lead patient to death, low performance, job dissatisfaction, low productivity, shortage of nurses, low motivation, stress and employees turnover which can down countries reputation in health's sector. so the overall study means that to provide best working condition, best duty time horizon, hire more and young nurses, reduce the duty time and pay on time, give extra bonuses, try to ask about issues and try to solve the issues, provide the extra activities for freshness, give reward in the form of vocation to spend some extra time with family,

manage and give supportive time to easily perform duty, and responsibilities. so every organization make sure to give proper attention to your employees because the employees is the organization assets and give your value to your assets and use your assets with care and proper manageable way, and make employees and the employee will make your organization.

### 5.3 LIMITATIONS

No study is without limitations, same is true for this study, and the first limitation of this study was the, sample size. The sample size is small and it could be extend in future studies. Secondly, the nature of this study was cross sectional. Thirdly, it was only conducted in the twin cities of Pakistan. Fourthly, this study considered only nurses working in the hospitals. The fifth limitation is that this study considered both public and private hospitals only in twin cities.

### 5.4 DIRECTION FOR FUTURE RESESRCH

The nature of the present study is basically on the impact of work family conflict on job burnout and organizational citizenship behaviors, a study of nurses in health sector of Pakistan. It means that this study found the impact of work family conflicts and while this study used the work family conflicts and in future studies can use family to work conflicts and can also consider the different variables with these two variables which are used in this research. Further in future study, they can take gender comparison between male and female along with different sector or industry with greater sample size. Moreover, future studies can consider married or single and their comparison. Adding to this, future research can also consider only private sector or public sector of health. Because this the serious issue which can lead to destruction of organizations, industries, employees and could affect the growth of organization and country.

### REFERENCES

1. Amiram D. Vinokur, P. F. (1999). Work-Family Conflicts of Women in the Air Force: Their Influence on Mental Health and Functioning. *Journal of Organizational Behavior*, Vol. 20, No. 6 , pp. 865-878.
2. Ahmer Zulfiqar, N. U. ( 2013). Evaluating The Relationship Between Work-Family Conflict And Job Satisfaction A Survey Of Nursing Staff In Public Sector Hospitals Of Bhakkar District. *Gomal University Journal of Research*, 29(2) .
3. Ara, A. G. (2010). Conflicting Worlds of Working Women: Findings of an Exploratory Study. *Indian Journal of Industrial Relations*, Vol. 46, No. 1, pp. 61-73.
4. Bruin, J. 2006. Newtest: command to compute new test. UCLA: Statistical Consulting Group. Retrieved from: <https://stats.idre.ucla.edu/stata/ado/analysis/>
5. Boiral, O. (2009). Greening the Corporation through Organizational Citizenship Behaviors. *Journal of Business Ethics*, Vol. 87, No. 2, pp. 221-236.
6. Cheng-I Chu, et al. (2006). The Impact of Social Support and Job Stress on Public Health Nurses Organizational Citizenship Behaviors in Rural Taiwan. *Public Health Nurses* Vol. 23 No. 6,, pp. 496-505.
7. Eric G. Lambert, T. K. (2013). Work-family conflict and organizational citizenship. *Journal of Crime and Justice*, pp, 398-417.
8. Erin L. Kelly, P. M. (2011). Changing Workplaces to Reduce Work-Family Conflict: Schedule Control in a White-Collar Organization. *American Sociological Review*, Vol. 76, No. 2, pp. 265-290.
9. Erin L. Kelly, P. M. (2014). Changing Work and Work-Family Conflict: Evidence from the Work, Family, and Health Network. *American Sociological Review*, Vol. 79, No. 3, pp. 485-516.
10. Elfer, P., & Dearnley, K. (2007). Nurseries and emotional well-being: evaluating an emotionally containing model of professional development. *Early Years*, 27(3), 267-277

11. Faisal Hanif, S. M. (January 2014). Analysis of Work Family Conflict in View of Nurses, in Health Sector of Pakistan. *International Journal of Gender and Women's Studies*.
12. Faiz, R. (2015). Work-family conflict: a case study of women in Pakistani banks. *Research Gate*.
13. Farber, B. A. (Aug., 1984). Stress and Burnout in Suburban Teachers. *The Journal of Educational Research, Vol. 77, No. 6*, pp. 325-331.
14. Farooqi, S. A. (2014). Impact of Work Family Conflict/Family Work Conflict on Job Satisfaction and Life Satisfaction: A Case Study of a Public Sector University, Gujranwala Division, Pakistan. *INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY SCIENCES AND ENGINEERING, VOL. 5, NO. 8*, 7045-7057.
15. GREGG, V. M. (2010). Commemorations in Jamaica: A Brief History of Conflicts. *Caribbean Quarterly, Vol. 56, No. 1/2, Slavery, Memory and Meanings: The Caribbean and the Bicentennial of the Passing of the British Abolition of the TransAtlantic Trade in Africans*, pp. 23-67.
16. Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work-family interface: an ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of occupational health psychology, 5(1)*, 111.
17. Hill, E.J., Ferris, M., & Martinson, V. (2003). Does it matter where you work? A comparison of three work venues (traditional office, virtual office, and home office) influence aspects of work and personal/family life. *Journal of Vocational Behavior, 63*, 220-241.
18. Hira Tabassum, Z. F. (2017). Work Family Conflict, Perceived Work Overload and Work Exhaustion in Employees of Banking Sector. *Pakistan Journal of Commerce and Social Sciences*, pp.340-352.
19. Joseph G. Grzywacz, M. R. (2006). Quantifying Work-Family Conflict Among Registered Nurses. *in Wiley InterScience*, 14-426.
20. Khan, M. I., Shah, S. H. A., Haider, A., Aziz, S., & Kazmi, M. (2020). The Role of Supervisor Support on Work-Family Conflict and Employee Turnover Intentions in the Workplace with Mediating Effect of Affective Commitment in Twin Cities in the Banking Industry, Pakistan. *International Review of Management and Marketing, 10(6)*, 42-50.
21. Kickul, G. A. (1998). Organizational Citizenship Behaviors: Achievement Orientation and Personality. *Journal of Business and Psychology, Vol. 13, No. 2*, pp. 263-279.
22. Laeeque, S. H. (2016). Role of Work-Family Conflict in Job Burnout: Support from the Banking Sector of Pakistan. *International Letters of Social and Humanistic Sciences ISSN: 2300-2697, Vol. 40*, pp- 1-12.
23. MacKenzie, P. M. (1994). Organizational Citizenship Behaviors and Sales Unit Effectiveness. *Journal of Marketing Research, Vol. 31, No. 3*, pp. 351-363.
24. Marc C. Marchese, G. B. (2002). Work-Family Conflict: A Virtue Ethics Analysis. *Journal of Business Ethics, Vol. 40, No. 2, Special Issue on Work Ethics*, pp. 145-154.
25. Merike Darmody, E. S. (2016). Primary school principals ' job satisfaction and occupational stress. *International Journal of Educational Management, Vol. 30 Issue: 1*, pp.115-128.
26. Movahedi, K. L. (2014). Developments in theories and measures of work family relationship: from conflict to balance. *Contemporary Research on Organization Management and Administration, No. 2(1)*, 2335-7959.
27. Natasha Khamisa, K. P. (2017). Effect of personal and work stress on burnout, job satisfaction and general health of hospital nurses in South Africa. *Health SA GESONDHEID, 22, 252-258*.
28. Nosheen Rafiq, Syed Haider Ali Shah, Shakeel Sajjad, Saleh Ahmed Salem Alyafei (2020), The role of psychological empowerment and job satisfaction on turnover intentions directly and indirectly

- through affective commitment on registered nurses in healthcare industry of twin cities (Islamabad and Rawalpindi) of Pakistan. *International Journal of Engineering and technology*. 9, (2), 314-325
30. Oktay, J. S. (1992). Burnout in Hospital Social Workers Who Work with AIDS Patients. *Social Work, Vol. 37, No. 5*, pp. 432-439.
  31. Rosenfeld, M. (1992). Work Family Conflicts: Private Lives - Public Responses by Bradley K.Googins. *Labour / Le Travail, Vol. 30*, pp. 320-324.
  32. RUBAB, U. (2017). Impact Of Work Family Conflict On Burnout And Workplace Deviant Behavior: Mediating Role Of Stress. *Jinnah Business Review, vol 5, No 1, 2-10*.
  33. Schenk, J. R. (2006). Socialization Communication, Organizational Citizenship Behaviors, and Sales in a Multilevel Marketing Organization. *The Journal of Personal Selling and Sales Management, Vol. 26, No. 2*, pp. 161-180.
  34. Shah, S. H. A., & Beh, L. S. (2016). The impact of motivation enhancing practices and mediating role of talent engagement on turnover intentions: Evidence from Malaysia. *International Review of Management and Marketing, 6(4)*, 823-835.
  35. Shah, S. H. A., Alyafei, S. A. S., & Nawaz, R. (2017). The Role of Beliefs and Its Effects on the Attitude of University Students towards Online Advertisements, *Journal of Managerial Sciences, 3(XI)* 128-142
  36. Shah, S. H. A., Gul, S., Shakir, H., & Qureshi, I. (2013). Switching cost and consumer behaviour: A structural analysis of telecom sector of Pakistan. *World Applied Sciences Journal, 28(4)*, 513-527.
  37. Shah S. H. A., Haider, A., Alvi, B., Kiani, O. I., Arif, M, (2021) The Impact of Leadership Styles on Turnover Intentions Directly and through Organizational Citizenship Behavior: Small and Medium Enterprises in Pakistan. elementary education online, 20(4), 2752-2773.
  38. Shah, S. H. A., Saeed, M. A., Yasir, M., Siddique, M., & Umar, A. (2017). The Impact of Transformational Leadership on Turnover Intentions Directly and Through Talent Engagement in the Banking Sector of Twin Cities of Pakistan, *Journal of Managerial Sciences, 3(XI)* 410-430
  39. Shah, S. H. A., Sultana, A., Gul, A., Sajjad, S., Aziz, S., Basit, A., & Qadir, A. (2020). Transformational Leadership Influence on Innovation Directly and Indirectly through Affective Commitment in Hotel Industry of Malaysia. *International Review of Management and Marketing, 10(6)*, 22-28.
  40. Shah, S. H. A., Sajjad, S., Ahmed, N. A. M., Arshad, B., Kazmi, M., & Nawaz, R. (2020). The Role of HR Practices on Turnover Intentions Directly and Through Organizational Citizenship Behavior in the Banking Sector of Malaysia. *International Review of Management and Marketing, 10(5)*, 172-178.
  41. Shah, S. H. A., Abbas, S. G., & Qureshi, M. I. (2016). Impact of HR practices and turnover intentions in banking sector of KPK, Pakistan. *Abasyn Journal of Social Sciences, (Special Issue)*, 415-433.
  42. Shah, S. H. A., Saeed, M. A., Yasir, M., Siddique, M., & Umar, A. (2018). The impact of Transformational leadership on turnover intentions directly and through talent engagement in the banking sector of twin cities of Pakistan. *Journal of Managerial Sciences, 3(11)*, 410-430.
  43. Shah, S. H. A., Alyafei, S. A. S., & Nawaz, R. (2017). The role of beliefs and its effects on the attitude of university students towards online advertisements. *Journal of Managerial Sciences, 3(11)*, 128-142.
  44. Smith, C., D. W. Organ, and J. P. Near. "Organizational Citizenship Behavior: Its Nature and Antecedents." *Journal of Applied Psychology* 68.4 (1983): 653-663.
  45. Tsai, W. C., & Huang, Y. M. (2008). Mechanisms linking employee affective delivery and customer behavioral intentions. *Journal of Applied Psychology, 87(5)*, 1001-1008.
  46. Winefield, H. R., Boyd, C., & Winefield, A. H. (2014). Work-Family Conflict and Well-Being in University Employees. *The Journal of Psychology, (ahead-of-print)*.
  47. Xie Z, Wang A, Chen B, (2011) : Nurse burnout and its association with occupational stress in a cross-sectional study in Shanghai. *J Adv Nurs* 2011, 67(7):1537-1546.



50. Yang Wang, et al. (2012). Work-family conflict and burnout among Chinese female nurses: the mediating effect of female nurses: the mediating effect of female nurses: psychological capital. *Wang et al. BMC Public Health*, 12:915.
51. Ying-Wen Liang. (2012). The relationships among work values, burnout, and organizational citizenship behaviors: A study from hotel front-line service employees in Taiwan. *International Journal of Contemporary Hospitality Management*, Vol. 24 Issue: 2,, pp.251-268.
52. Yong Lu, et al. ( 2017 ). The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: a cross-sectional study. *Published by group.bmj*.