Effect of Job Autonomy, Workload and Organizational Support on Job Satisfaction: A comparison of public & private sector employees in Pakistan

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Abstract **The purpose of this study is to trace the direct and indirect impact of job autonomy, organizational support and workload on job satisfaction of private and public sector employees working in Pakistan. The indirect impact of independent variables on job satisfaction has been measured with the mediation of work family conflict. It is a cross-sectional design study. The total sample size came out to be 308 both public and private employees. After the empirical analysis, it has been found out that job autonomy, organizational support contributes positively to job satisfaction in both sector employees. However, the indirect impact of antecedents on job satisfaction via WFC has not been traced out. The WFC did not found to be mediating in the relationships mentioned above. This study not only contributes in the pertinent literature, but also helpful for the policy makers and managerial staff for better understanding of the importance of job resources and their impact on job satisfaction. This will ultimately improve the organizational performance. Further, the implications, limitations, and future recommendation have been discussed.**

Keywords **job autonomy, workload, organizational support, job satisfaction, Pakistan**

I.   Introduction

Job satisfaction is one of the popular topics for study in the literature of organizational behavior according to Westover and Taylor (2010) however, the reasons that drive satisfaction of the employees are not known. Job satisfaction is "a significant employee attitude with a great influence on individuals' work and life domains in mental, emotional and behavioral terms." Judge and Klinger (2008) suggested that job satisfaction leads to the well-being of both employees and the organizations. Berry (1997) argued that satisfied employees are considered an integral part of the organizations and they work hard for success of their organizations.

Millán, Hessels, Thurik and Aguado (2013) said that there is extensive research regarding the feelings of employees towards their job and satisfaction level. A low job satisfaction level is the cause of turnover most of the time. Tracey and Hinkin (2008) considered this behavior of employees as very costly for organizations. According to Robbins and Judge (2007) an organization performs efficiently when it possesses highly satisfied employees. A number of factors are there that contributes in less job satisfaction level. For better work performance and satisfaction of employees, the organizations need to look into such factors and cater them to make a satisfied workforce.

As per Spector (1997) out of many antecedents of job satisfaction, job autonomy is one of them. Morgeson and Humphrey (2006) define autonomy as "the level of freedom and independence that individuals enjoy while performing their duties on the job". Job Autonomy, as a job resource is considered important here as it is gaining eminence in organizations. Moreover, Nguyen, Taylor and Bradley (2003) argued that job autonomy has also been getting recognized in a number of studies. It has been found out that job

satisfaction can be elaborated in terms of job autonomy in a good way. The employees having more autonomy at the workplace are able to take decisions themselves and enjoy control on their jobs.

In present years, there is a remarkable change in the demographics in the workforce. The number of female employees has been increasing tremendously. The double earner families are also increasing in number in the majority of countries. As a result, the work field is becoming the significant area having impact on the well-being of employees of both genders. According to literature, because of increase in female participation in work force, organizations have become highly responsive to the issues relating to work and family to avoid conflicts regarding work and family issues. Now organizations offer a big range of work–family policies. They are also promoting a culture which is supportive for work and family needs. Work family conflict problem is morefrequent as compared to Family and Work Conflict (Whiston & Cinamon, 2015). Moreover, Frone (2003) argued that Work family conflict has more intense impacts on well-being, distress, turnover intentions, and job satisfaction of individual than Family Work Conflict. Due to increasing demands at workplaces, it is becoming difficult to manage both lives together. (Clark et al., 2017).

The job demands-resource model explains the concept that the demands and resources pertaining to job can impact the enthusiasm level as well as the health of an employee. When there are job demands in excess, such as workload it can lead to both physical and emotional exhaustion. Veldhoven (2014) argued that job autonomy is a decisive resource of workplace. On the basis of the tested models and past researches it is expected that workload and job autonomy will impact work family conflict and the job satisfaction. It is also anticipated that more workload and less job autonomy at work decrease job satisfaction. According to Friedman and Greenhaus (2000) the employees' well-being is an essential concern as it contributes directly to their level of job performance and job satisfaction along with lower turnover. With organizational support employees feel comfortable at workplace as they know that their organization cares for them. Therefore, this feeling of being cared results in enhancement of their work situation. It has been found that when employees have less conflict, it leads to betterment of their job satisfaction level. The current study explores the link among different job resources and their impact on job satisfaction. Our model is composed of workload, organizational support and job autonomy, which predict the work-family conflict and which in turn predicts job satisfaction. This current model is based on the detailed literature review. The literature has been used for the development of research hypotheses. It makes effort to measure the job satisfaction of employees and work-family conflict by examining the theoretical linkages. Hence, the aim of the study is to answer the following question: *"To what extent do job autonomy, organizational support and workload impact job satisfaction, and does work-family conflict mediates their relationship?"*

II.   Literature review and Hypotheses development

Job satisfaction is considered as the indicator of well-being of employees. Spector (1997) described it as "satisfaction with one's job in general, but also as a sum of satisfaction with different facets or aspects of one's job." Job satisfaction is an interest for employees and organizations. Lambert, Hogan and Barton (2001) argued that the absence of satisfaction at job results in increased turnover. Tracey and Hinkin (2008) said that it can be risky for the organizations. Job satisfaction is recognized for its outcomes in a positive way resulting in organizational commitment, organizational citizenship behavior, wellbeing and work engagement (Saks, 2006; Nadiri & Tanova, 2010). Along with the outcomes like turnover intentions, work family conflict, work engagement, and wellbeing, job satisfaction has a number of predictors too such as social support, career opportunities, benefits, etc. According to Balzer et al. (1997), job satisfaction is related to economic outcomes of both individual and organizational nature. It is a comprehensive term refers to the overall attitude of the job. A number of definitions explain job satisfaction in the available

literature. Job satisfaction is described as "an individual's affective commitment to his/her organizational role" (Lease 1998). Moreover, according to Brief (1998) it is "an internal state that is expressed by affectively and cognitively evaluating an experienced job with some degree of favor or disfavor".

Job autonomy and job satisfaction

Job autonomy is the extent to which the employees are given freedom to take decisions how to design their projects and complete them. Morgeson and Humphrey (2006) explained it as the independence that individuals enjoy on the workplace while doing their job. Weiss (2002) and Mullins (2007) have argued that it is a positive judgment that individuals make regarding their job. Autonomy is considered to be as an important job characteristic that plays a major role in determining the motivation level of job binding. It has been emphasized that autonomy as a job resource can lead towards better performance at work, high efficiency and increased motivation (Hackman &Oldham 1975). Autonomy is a factor that impacts satisfaction of job. It is one of the main concerns of this study as it is having eminence on the workplace (Chung, 2017).

Blegen (1993) asserted that Autonomy influences job satisfaction positively. The present literature provides reliable results regarding the impact of job autonomy on different outcomes in relation to employees. It has been stated that autonomy along with motivation are the essential elements that contributes towards intensifying the job satisfaction (Davis & Wilson 2000).The importance of Job autonomy has been acknowledged with regard to job satisfaction in many studies (Nguyen, Taylor & Bradley, 2003). Spector (1997) asserted that Job autonomy is the precursors of job satisfaction. Lock (1976) defined job satisfaction as "pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences". It shows that job satisfaction is a type of emotional reaction of an individual for his/her job. Such employees who enjoy more autonomy can take decisions. They also enjoy control on job tasks. Job satisfaction can be described by autonomy at the job (Nguyen et al., 2003). Morgeson and Humphrey (2006) are of view that job autonomy leads to employee satisfaction. According to Karasek (1998), the job autonomy is thought to play a crucial part for the wellbeing of employees because they can manage their stress and issues relating to work on their own as they enjoy more autonomy. Saragih (2011) asserted that employees who have more autonomy gets motivated and perform better since they have competencies needed to achieve the targets. This notion leads towards increased job performance that significantly impacts on different variables such as job satisfaction (Judge et al., 2001). Employees who experience more autonomy at their workplaces show high level of job satisfaction (Thompson & Prottas, 2006). On the basis of this literature, the following hypothesis has been developed:

H1: *Job autonomy positively impacts job satisfaction of public and private employees*

Job autonomy and work family conflict

Out of different job characteristics, job autonomy has been focused because of many reasons. Chung-Yan (2010) explained that multifaceted jobs require the employees to give creative judgments and take decisions. Hence, the employees who enjoy control over decision-making provide effective solutions for the issued faced at work. They have the freedom to take decision and how to manage the situation. Naqvi et al. (2013) argued that autonomy is needed by the employees at work for efficient and effective working. According to the JDR Model (Bakker and Demerouti, 2007; Kelly et al., 2014), scholars are of the view that job autonomy at workplace can help in decreasing Work family conflict. However, different findings from previous studies on the positive relation between high job autonomy and less Work-Family conflict are inconsistent. Such findings lead researchers to the query that whether more autonomy at workplace help in decreasing the conflict of work and family or not (Thompson & Prottas, 2006; Moen et al., 2015). A general measure of job satisfaction for measuring satisfaction of employees with different aspects of job

has been used in this study. Different scholars reported about the positive relationship of job autonomy with job satisfaction but negative relation with work family conflict. Literature points out limited research relating to link between job autonomy and work family conflict among employees in Pakistani context. On the basis of the available literature, this study proposes that:

H2: Job autonomy impacts work-family conflict of public and private employees

Workload and job satisfaction

According to Spector and Jex (1998), Workload is "the amount of work employees is expected to complete within a given time period". Stouten et al. (2010) suggest that the organizations who care for the wellbeing and emotions of the employees, give rise to satisfied employees. Thus, the organizations who don't care about their employees, don't take decisions timely often results in increasing employees' workload. Many studies found that the females are seen to be less satisfied from their jobs relating to workload because of home and job duties (Kelloway et al., 2005). Workload involves all the activities and tasks on which the employees spend time while performing their duties at work. Research studies have found significant negative impacts of work load, Kadushin and Kulysis (1995) argued that job satisfaction decreases when employees have more workload as compare to their salary and lack of organizational support. When the employees are given incentives on good performance, they feel highly satisfied from their job. It has been seen that stress in employees often happened due to workload, less job security, etc. The stress in the job because of workload becomes harmful for the organization. Hence, they negatively relate to satisfaction of employees (Paktinat & Rafeei, 2012). To reduce stress, Obiora and Iwuoha (2013) argued that training and competitive pay packages are helpful. Hence, it has been hypothesized:

H3: Work load influences job satisfaction of public and private employees

Work load and work family conflict

Over the past years, the work family interface has been in focus of researchers. The reason behind this is continuous increase in dual earner couples and single parents (Greenhaus & Allen, 2011). The increased job demands such as workload often develops a conflict in work and family life (Grzywacz et al., 2007). The pressure from work load exists when employees are expected to complete the certain task within a limited time period. When there is work load, employee has to spend more time at workplace and hence less time is left to be given at home. According to Nohe et al. (2015), the concept of Resource Depletion and Role theory, "the needs of one role use up the resources such as time and energy resulting in leaving fewer resources to be allocated to other life roles". As a result, time resource has to be used more at work (Grzywacz & Marks, 2000). It creates negative psychological feelings in the family life of the employee, thereby increasing work-to-family conflict. The pressure caused by Work load is related to high levels of work family conflict (Burke & Greenglass, 2001). Hence, it has been hypothesized on the basis of this literature:

H4: Work load positively impacts work family conflict of public and private employees

Organizational support and job satisfaction

Organization is defined as "a deliberate arrangement of people in order to achieve some explicit purpose that the individuals can not undertake independently." (Robbins & Coulter, 2012). All types of organizations whether they are from manufacturing, services, public, private, etc, perform activities with their employees. The employee's perception that their employer has caring behavior is

permeated through the employer's notion about the value and support to their employees. Managerial behaviors those are progressive and supportive, boosts employees to redefine their job precincts (Leana, C., Appelbaum, E., Shevchuk, I., 2009). Resilient organizational support is not only characterized with the employee's social and emotional satisfaction but also related to the provision of equipment, technology, ideas, funding and physical assistance to them. Enhanced support from organization increases cooperation and communication among employees that shapes up the mutual assistance (Erdogan, Kraimer& Liden, 2004; Eisenberger, 2002).Resultantly coworkers display synchronization through mutually beneficial engagements. More organizational support equips the individuals with adequate resources that convert into the achievement of work goals (Karatepe, 2015). The organizational support improves the work engagement that is characterized with affiliation, emotional support, positive esteem and approval (Zacher and Winter, 2011). The ultimate outcome of the principle of reciprocity is that the employees with high organizational support develop the feeling to respond the organization with positive attitudes and supportive behaviors. Thus, high organizational support is associated to job stress negatively whereas associated to job satisfaction positively (Riggle, Edmondson & Hansen, 2009). Hence, it has been hypothesized on the basis of this literature:

H5: Organizational support positively impacts job satisfaction of public and private employees

Organizational support and work family conflict

The organizations require committed and motivated employees for smooth working. A number of factors are responsible for the employees to be committed and motivated. Good organizations care for their employees and consider them as assets for their business. Supporting environment, and employee satisfaction Hashmi and Naqvi (2012) asserted are the important apprehensions for successful organizations. Moreover, for achievement of the set goals, it is required by the policy makers to create employee supportive surroundings. The social support at workplace is an important factor which facilitates employees in performing their role at work and home efficiently. Hamid and Amin (2014) argued that such support helps in reducing the conflicting situations among employees. Organizational support is the job characteristic, said Arogundade et al. (2015) giving sense of security to employees that they will be supported in tough and stressful situations. Work family conflict is a condition in which the work interferes into family life. Such situation is created when the demands from work are high and it's difficult to meet them. A broad research has been conducted, Frone et al. (2003) asserted that showed the negative effect of work family conflict. Organizational support effects work family conflict negatively (Foley et al., 2005). It is also considered a crucial factor that help is reducing work family conflict (Kossek et al., 2011; Somech & Drach-Zahavy, 2012). Latest studies pointed out that organizational support and less burden of work can reduce WFC (Dekocker et al., 2015). Many studies have been done but the literature has less research in the context of employees working in Pakistan. Hence, we hypothesized as:

H6: Organizational support impacts work family conflict of public and private employees

Work family conflict and job satisfaction

As per the opinion of Clark (2000), work and life are thought to be in balanced form when there is no conflict while performing the respective roles. Whereas, a conflict may arises when work domain doesn't comply with the life domain. Such situation is referred to as work family conflict. This conflicting situation can take two forms, Carr et al. (2008) explained that one is work-family conflict which refers to the interruption of work in family life and other form is family-work conflict where family interferes in the work domain. Work-family conflict arises as a result of long working hours, workload and different job stressors (Bakker & Geurts, 2004; Voydanoff, 2004). According to Zhaoa and Namasiyayam (2012), Job satisfaction has been studied in the perspective of results caused by the work and life domain conflicts. These conflicts often lead the employees towards stress which in turn results in

reduced job satisfaction. In such context, practical studies provide support about the close relationship of job satisfaction and work family conflict. Another study had established the negative relation of work-family conflict with job satisfaction (Kossek & Ozeki 1998). Moreover, Allen et al. (2000) explained that the perception of work-family conflict gained special attention because it showed negative relation with other variables related to employees. For example, it has been reported that work-family conflict impact job satisfaction considerably (Grandey et al., 2005). On the basis of role theory, Kahn et al.(1964) argued that job satisfaction decreases if the conflict between work and life increases. Hence, it has been hypothesized on the basis of this literature:

H7: *Work family conflict influences job satisfaction of public and private employees*

Mediating role of work–family conflict

Many studies investigated the outcomes of Work-family conflict (Grandey et al., 2005; Clark et al., 2017). The outcomes of these studies depict that diverse job characteristics help in predicting work-family conflict which impacts the well-being of the employees. Winefield et al. (2014) argued that work family conflict can be decreased by reducing work load of employees which may also help in improving wellbeing of employees. When the organizations care for their employees, they develop a sense of emotional attachment with their organization (Uçar & Ötken, 2013). The support from workplace could help in enhancing the quality of family life (Rashid et al., 2011). The influence of work family domain affects the employee's own wellbeing and his or her spouse as well (Liu & Cheung, 2015). Therefore, the efforts of organization to lessen work family conflict may prove to be a good way for the wellbeing of employee. Therefore, work family conflict acts as a mediator in different job characteristics and well-being of employee (Moen et al., 2015; Drummond et al., 2017). The studies in the context of Pakistan regarding work family conflict are less in number. To tackle the need of better understanding, work-family conflict is tested in this study as a mediator in the connection of different job characteristics such as job autonomy, organizational support, work load and job satisfaction, for public and private sector employees separately. It is important to examine differences because it can persuade different policies of organization. It also helps to determine the type of suitable policy required in an organization. According to Hwang and Ramadoss (2017), the past studies showed that work family conflict played a role as a mediator in the relationship of different job resources and job satisfaction. Hence, we hypothesized as:

H8: *Work family conflict acts as a mediator between job autonomy and job satisfaction of public and private employees*

H9: *Work family conflict acts as a mediator between work load and job satisfaction of public and private employees*

H10: *Work family conflict acts as a mediator between organizational support and job satisfaction of public and private employees*
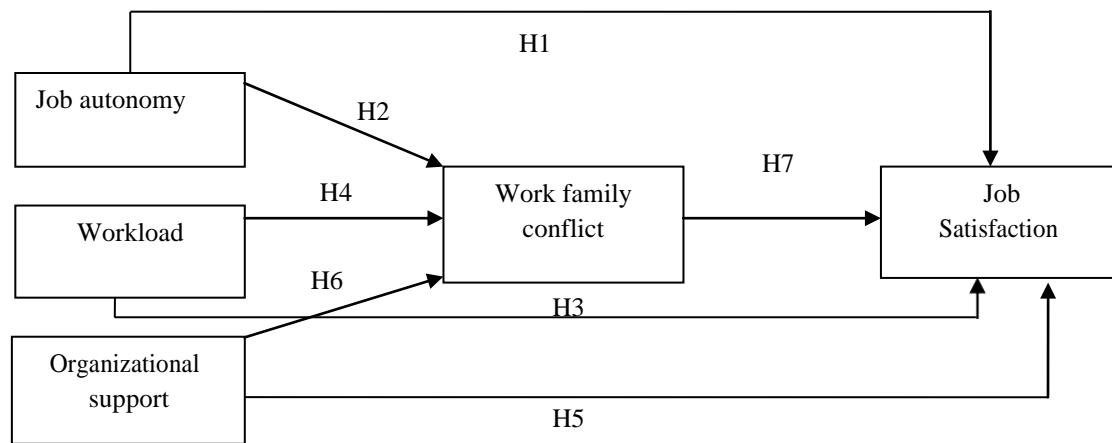
Fig. 1 Conceptual Model

III.   Methodology

The population of this study was composed of executive level employees of public and private sector of Pakistan. According to the Bentler and Chou (1987) approach, the sample size was based on the total items in questionnaire multiplied by ten. As the total items were 26. So our sample size came out to be 260. We distributed 350 questionnaires manually and 150 online. Out of which total 340 received (manual 250 and online 90). After compilation, final questionnaires completed in all respect came out to be 308. Hence, the sample of 308 employees (161 public and 147 private) was used for statistical analysis. The response rate was 88%. The current study is a cross-sectional design study as the data has been taken at a certain period of time. The data has been taken from the employees of public and private Sector of Pakistan. The convenience sampling technique has been used. Questionnaires were filled manually and by online Google form.

Instruments

Job Autonomy was traced out with three items have been adopted from "Hackman and Oldham (1980)". The items are "I have significant autonomy in determining how I do my job". "I can decide on my own how to go about doing my work". "I have considerable opportunity for independence and freedom in how I do my job". The Cronbach's α co-efficient were 0.7 for private employees and 0.557 for public employees. **(see Table 2).**

Work-Family Conflict was traced by "Netemeyer, Boles and McMurrian (1996)". It is measured with five items. "The demands of my work interfere with my home and family life." The Cronbach's α coefficient were 0.885 for private employees and 0.886 for public employees **(see Table 2).** Work load was traced with the scale of "Van Veldhoven and Meijman (1994)". It has eight items. The items include, "Do you have to work fast?", "Do you have too much work to do?". Job satisfaction scale was adopted from "Lytle (1994)". It was composed of five items: "I consider my job pleasant". "I feel fairly-well satisfied with my present job". "I definitely like my work". "My job is pretty interesting". "I find real enjoyment in my work". The Cronbach's α coefficient were α= 0.891 for private employees and 0.876 for public employees **(see Table 2).** Organizational support scale was adopted from "Eisenberger et al. (1997)" and it is comprised of five items: (1) "My organization cares about my opinion." 2) "My organization really cares about my well-being." The Cronbach's α coefficient were α=0.67 for private employees and 0.777 for public employees (see **Table 2).**The respondents rated items on a 5-points likert scale which means 1 (strongly disagree) to 5 (strongly agree).

IV. Statistical analysis

SPSS statistics was used for data analysis. Mediation analysis, Descriptive statistics and correlation analysis were conducted separately for private and public employees. The analysis for mediator was done by using SPSS. For comparison of group statistic (public and private), independent t-test has been used. The criterion for statistical interference was P less than 0.05.

Table 1

Descriptive and correlation analysis — *Whole Sample*

Variables	JS	WF	JA	WL	OS	α	Mean	SD
JS	1					0.873	3.0805	.79100
WF	-0.109	1				0.893	3.3370	1.03200
JA	0.356**	-0.024	1			0.65	3.4710	.85050
WL	0.200**	0.409**	0.150**	1		0.798	3.5609	.71600
OS	0.377**	-0.052	0.329**	0.038	1	0.757	3.1850	.83200

Note: JS, Job Satisfaction; WF, Work Family Conflict; WL, Work Load
; OS, Organizational Support. **. Correlation is significant at the 0.01 level (2-tailed).

50.6 % of the participants were married. 40% percent have a Bachelor's degree and 60% percent have higher education (such as master's degree, etc.). We have tested sector differences in the work related outcomes. And the socio-demographic distinctiveness explained in (Table I).

Table 2

Descriptive and correlation analysis — *Private Sector*

Variables	JS	WF	JA	WL	OS	α	Mean	SD
JS	1					0.891	3.7324	.84000
WF	(-)0.202**	1				0.885	3.3243	1.07169
JA	0.452**	-0.113	1			0.7	3.5766	.84613
WL	0.075	0.475**	0.452**	1		0.778	3.1676	.78387
OS	0.470**	-0.108	-0.113	0.04	1	0.67	3.5186	.69610

Descriptive and correlation analysis — *Public Sector*

Variables	JS	WF	JA	WL	OS	α	Mean	SD
JS	1					.876	3.8242	.80650
WF	-0.034	1				.886	3.3592	.95990
JA	.336**	0.025	1			.557	3.4034	.80333
WL	.322**	.417**	0.134	1		.801	3.5987	.72225
OS	.308**	-0.005	.372**	0.109	1	.777	3.2408	.80630

Note: JS, Job Satisfaction; WF, Work Family Conflict; WL, Work Load ; OS, Organizational Support. **. Correlation is significant at the 0.01 level (2-tailed).

Source: Author's generated

Job satisfaction is positively and significantly associated with JA and OS and negatively related with WF but remain insignificant with WL in private sector **(See Table 2).** Whereas in the public sector Job Satisfaction is positively and significantly associated with JA, WA and OS but negatively and insignificantly associated with WF **(See Table 2).**

WF is significantly and positively associated with WL but insignificantly and negatively associated with JA and OS in private sector **(See Table 2).** On the other hand WF is positively and significantly associated with WL, positively and insignificantly with JA and negatively and insignificantly with OS in public sector **(See Table 2).**

JA is positively and significantly associated with WL but negatively as well as insignificantly associated with OS in private sector **(See Table 2).** In public sector JA is positively and significantly associated with OS but positively and insignificantly associated with WL (See Table 2). WL in both private as well as in public sector is positively associated with OS but it remains insignificant **(See Table 2).**

Table 3 *Hypothesis testing*

	Hypothesis	*Whole* β	R-Sqaure	P-Value	Decision	*Private* β	R-Sqaure	P-Value	Decision	*Public* β	R-Sqaure	P-Value	Decision
1	JA ---- >Js	0.331	0.126	0.00	Accept	0.449	0.204	0.000	Accept	0.338	0.113	0.00	Accept
2	OS ---->Js	0.358	0.142	0.00	Accept	0.504	0.221	0.000	Accept	0.308	0.095	0.00	Accept
3	WL---- >Js	0.22	0.04	0.00	Accept	0.09	0.006	0.366	Reject	0.36	0.104	0.00	Accept
4	WF---- >Js	-0.08	0.012	0.06	Reject	-0.159	0.041	0.014	Accept	-0.029	0.001	0.67	Reject
5	JA ----->WF	-0.03	0.001	0.68	Reject	-0.143	0.013	0.173	Reject	0.03	0.001	0.75	Reject
6	OS ---- >WF	-0.07	0.003	0.36	Reject	-0.148	0.012	0.190	Reject	-0.006	0	0.95	Reject
7	WL----- >WF	0.589	0.167	0.00	Accept	0.731	0.225	0.000	Accept	0.555	0.174	0.00	Accept

Note: JS, Job Satisfaction; WF, Work Family Conflict; WL, Work Load ; OS, Organizational Support. **.** Correlation is significant at the 0.01 level (2-tailed).

Source: Author's generated

In both private sector and public sector the impact of Job autonomy on job satisfaction is positive and significant. The impact of organizational support on Job satisfaction is positive and significant in both sectors. The influence of Work Load on Job Satisfaction is insignificant in private but significant in public sector. The effect of WF on JS is negative and significant in private sector but insignificant in public sector. The impact of Job Autonomy and OS on WF in private and public sector remained insignificant. The effect of WL in both sectors is significant and positive **(See Table 3).**

Meditational analysis was conducted by applying Baron and Kenny's (1986) mediation test. This method assumes that before mediation analysis following conditions must be fulfilled: (1) the association between predictor and outcome variable must be significant, (2) there ought to be significant association between predictor and mediator (3) there must be significant association between mediator and outcome." JA (predictor) has significant and positive impact on JS (outcome) in public as well as private sectors (**see table 3**). So 1st condition for mediation is fulfilled. JA's impact on WF (mediator) is insignificant (**see table 3**) in public as well as private sector**.** 2nd condition of mediation is not fulfilled. WF has significant and negative impact on JS in case of private sector but this impact is insignificant in public sector (**see table 3**).3rd condition for public sector is fulfilled but not for private sector. All three conditions for mediation analysis must be fulfilled at a time. But in our case, all three conditions are not being fulfilled for mediation of WF between JA and JS in private as well as public sector.

OS (predictor) has significant and positive impact on JS (outcome) in public as well as private sectors (**see table 3**). So 1st condition for mediation is fulfilled. OS's impact on WF (mediator) is insignificant (**see table 3**) in public as well as private sector. 2nd condition of mediation is not fulfilled. WF has significant and negative impact on JS in case of private sector but this impact is insignificant in public sector (**see table 3**). 3rd condition for public sector is fulfilled but not for private sector. All three conditions for mediation analysis must be fulfilled at a time. But in our case, all three conditions are not being fulfilled for mediation of WF between OS and JS in private as well as public sector.

WL (predictor) has significant and positive impact on JS (outcome) in private sector but not in public sector (**see table 3**). So first condition for mediation is fulfilled for private but not for public. WL's impact on WF (mediator) is significant (**see table 3**) in public as well as private sector. Second condition of mediation is fulfilled. WF has significant and negative impact on JS in case of private sector but this impact is insignificant in public sector (**see table 3**). 3rd condition for public sector is fulfilled but not for private sector. All three conditions for mediation analysis must be fulfilled at a time. But in our case, all three conditions are not being fulfilled for mediation of WF between WL and JS in private as well as public sector.

Table 4

	Public		Private		
	Mean	**SD**	**Mean**	**SD**	*t*
JS	3.857	0.762	3.7483	0.8202	1.207
WF	3.36	1.003	3.31	1.06	0.401
JA	3.3644	0.853	3.589	0.834	2.338*
WL	3.605	0.7365	3.511	0.693	1.146
OS	3.319	0.8813	3.176	0.778	0.178
Age	2.05	1.1645	2.83	1.381	(-)5.368**
Gender	1.646	0.479	1.333	0.473	5.751**
Marital Status	1.385	0.5	1.619	0.487	(-)4.148**

Comparison between public and private sector

For comparison between public and private sectors, independent sample t-test is applied. In case of JS t-value (1.207) is less than 2 which means there is no difference in JS between public and private sectors employees. In case of WF, t-value is 0.401 so it can be concluded that there is no difference in WF between public and private sector. JA has t-value 2.338 which means there is difference in JA between public and private sectors. As per mean in **table 4**, JA in private sector is more than public sector. WL and OS have t-values 1.146 and 0.178 respectively. So, WL and OS have no difference in Public and private sectors. As per t-value (which should be greater than 2 for being significant), demographic are significant (see table 4). So it can be concluded that demographics are different in public as well as private sector.

The above table also shows the mean and standard deviation values regarding job characteristics of public and private sector employees. For job satisfaction, the public employees have shown mean value of 3.8571 with a S.D of 0.76237 whereas, the private employees have shown mean value of 3.7483 indicating that public employees are more satisfied with their jobs as compared to the private employees. The private sector employees showed more deviance 0.82032 as compared to the employees in public sector whose variance came out to be 0.76237. For work family conflict, the public employees have shown mean value of 3.36 whereas; the private employees have shown mean value of 3.31 indicating that public and private employees face almost same level of work

family conflict. In case of enjoying autonomy at workplace, the public employees have shown mean value of 3.3644 whereas; the private employees have shown mean value of 3.589 indicating that public employees enjoy less autonomy at work as compared to private employees, it might be because the public sector is structured and rigid and employees have to comply with the prevailing rules and regulations. For work load, the results for public employees have shown mean value of 3.605 whereas; the private employees have shown mean value of 3.511 indicating that public employees have more workload as compare to private employees. The results indicate that public employees get more support from their organizations then private employees as the mean value for public sector employee came out to be 3.319 which is above 3.176 for private employees.

V.   Discussion and Conclusion

The findings established the hypotheses about the direct impacts of job autonomy and organizational support on Job Satisfaction in both sector of employees. The impact of Work Load on Job Satisfaction is insignificant in private sector means that the findings did not support hypothesis. However, the hypothesis regarding impact of workload on satisfaction in public sector came out to be significant.

The impact of Work Family conflict on dependent variable is negative and significant in private sector supporting the proposed hypothesis but insignificant in public sector. The impact of Job Autonomy and OS on Work Family conflict in private and public sector remained insignificant. The effect of Work Load in both sectors is significant and positive **(See Table 3).** According to "Baron and Kenny's (1986)" mediation test, the basic conditions for the mediation analysis is not fulfilled in private as well as public sector so it can be summarized that there is no indirect impact of antecedents on dependent variable i.e. Job Satisfaction.

Hence, the WFC doesn't show any mediator effect in the relationship between organizational support and job satisfaction. It has not been found in both sector employees. The mediational role of WFC in the relation between job autonomy and job satisfaction was also not supported by the empirical data in both sector employees. The mediational role of WFC in the relation was not supported by the results. Therefore, Organizational support, Work load and job autonomy have direct effects on job satisfaction of both public and private sector employees. These findings support the suggestion of the JD-R Model (Hwang &Ramadoss, 2017). Empirical studies also highlight the importance of job autonomy, workload and organizational support for job satisfaction. The presence of different job resources like more autonomy at work place and support from organization may encourage the employees to perform well. Thus, it will lead to greater job satisfaction. When the organization is supportive it will be important for many reasons like organization give instant assistance if the problem is linked to work place. Organization can also understand the problematic situation of employees at work more than the people who are not the part of organization. The present employers can consider the findings of such empirical studies while preparing different family- friendly policies relating to employees (Clark et al., 2017).There is no indirect impact of any antecedent on job satisfaction with mediator. The findings of the relation between organizational support, WFC and job satisfaction didn't support the hypothesis.

Implications

This study contributes in literature by tracing the impact of job resources and work load on job satisfaction of both public and private sector employees. Moreover, how the work family conflict contributes towards their relationship as a mediator. This study will also have practical contributions as the organizations can get assistance from this study. Both public and private sector organizations can take this study into consideration while formulating their HR practices. When more autonomy is given to the

employees, it affects employees view positively towards the organization. Employees develop a feeling of being trusted, authorized to take their decisions. Hence, feel comfortable in doing their work. If the organizations give more autonomy to employees and provide different supports in the form of work-family issues, it would not be costly if it is regulated properly. Furthermore, this study argues that job autonomy, workload and support from organization influences Work-Family Conflict, which ultimately led to job satisfaction. Organizations should take this study into contemplation while planning their human resource policies & practices. When organizations emphasize autonomy and offers work-family policies in their HR policies, it can change views of employees regarding their organization positively.

Future research

Future research can be conducted with the job resources impact on life satisfaction of employees. The study can be done on the basis of Educational qualifications of employees or on the basis of their positions at work place. The longitudinal research can be conducted to get evidence of the direction of the relationships that have been hypothesized. It would be significant to explore if the hypothesized relationship changes over time or remains stable. Moreover, different supports at workplace can be studied in future as to know how they contribute in work family conflict and the level of job satisfaction.

Limitations

The cross-sectional design has been used in this study indicating that the data has been collected at a certain point in time. The frame of mind of the respondent while filling the questionnaire could have influenced their answers.

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