

# THE IMPACT OF WORK-LIFE CONFLICT AND DUAL-CAREER COUPLE ON JOB SATISFACTION WITH THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

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## ABSTRACT

The major intent of this research is to inspect the impact of work-life conflict, job stress and work overload of dual-career life partners on job contentment and how perceived organizational support moderates their relationship. We collected data from 170 employees of different organizations and companies in the capital city Islamabad and Rawalpindi. Moderation regression inspection was used to get results from the data and close-ended and adopted questionnaires were used in order to collect data. Analysis findings described that work overload, job stress and work-life conflict have a negative impact on job satisfaction in dual-profession couples. And if the organization provides support, then these problems may reduce. This study helps and guides managers, policymakers and market leaders in order to develop a flexible and supportive organizational culture to boost their workers' job contentment. The data we collected for this study was mainly from two cities in Pakistan, Islamabad and Rawalpindi. So we are not able to generalize this study to the whole country. Other researchers and investigators may target other problems of dual-career professionals and they can target other cities' populations.

**Keywords:** Job satisfaction; Dual-career couples; Perceived organizational support; Work overload; Job stress; Work-life conflict



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## Introduction

In old times there was a conception that the husband is responsible for the outside activities and bread and butter of the family and their wives are responsible for household activities and other responsibilities that are related to home. But now the time has changed and both husband and wives have their aims and aspirations and that is the source and cause of many inferences for their families and organizations (Jyothi & Neelakantan, 2013). Today as time has changed, couples have many more roles as compared to the past, and that is the major cause and source of conflict between family and work life as well as stress and tension (Zedeck, 1992). Due to increasing inflation day by day, each member of the family is working in order to run their home expenses now. The two most important aspects of a person's life are their work and their family. Sometimes these work and home life domains conflict with each other and cause problems. Couples experience unfavorable results due to this work-life conflict, including poor performance, low job satisfaction, a high absenteeism rate, an increase in turnover, and physical and mental health issues (Higgins et al., 2010).

Controlling and managing work-life conflict has become a neurosis problem in Pakistan too. This issue has become solemn and solid for individual persons and organization day by day (Posig & Kickul, 2003). The main problem that dual-career couples are facing is a high level of stress and which leads to decrease productivity and lower job satisfaction. Conflicts between their work and personal lives enhance their work stress, burnout, job discontent, and health-related problems (Amstad et al., 2011). From 1970 to 1998 the ratio of dual-career couples increase by 35.9% to 59.5% (Jacobs & Green, 1998). There has been a lot of prior research on work-life conflict and dual-career couples, but there is a research gap because everyone has previously seen its impact and effect on job satisfaction. If employees receive support from organizations and institutes to manage work-life conflict, the findings will differ from those of earlier studies. Pakistan is one of the emerging and progressive economies of the world. The social and economic changes at a large level in the last three decades changed the work and family settings. As inflation raised, the working setup of the country changed as well. The monthly expenditure of families and households is increasing day by day as inflation increases. This situation is the cause of dual earners of the family. Urban-dwelling families' average monthly expenses climbed from 6757 rupees in 1996 to 8997 rupees in 2002, 9121 rupees in

2004–2005, and it was projected to reach 10583 rupees in 2005–2006. Since it is becoming harder for families to maintain a standard of living as time goes on, both spouses are now required to work in order to maintain that standard, and the income of a single worker is no longer sufficient to support the entire family (Sauvé, 2002).

First and foremost, this study focuses on the different organizations where both the wife and the husband work, the challenges they confront with regard to work-life conflict, and how employers may support their employees in order to help them. Everyone wants to live a happy and balanced life, but dual-career couples may find it more difficult since it can be extremely challenging for them to maintain a balance between work and family life without organizational help. (Hassan et al., 2010) describes that the people who reside in eastern countries have an unlike opinion regarding family than those who reside in western countries. It is a known fact that both societies are different in terms of culture, family structure and social values. Dual-career couples have dual responsibilities regarding home and work, and they are more likely to experience job stress, workload and conflict between their personal and professional life. Businesses that help employees in striking a balance between work and personal life will experience higher output and efficiency as well as decreased employee stress, according to (Parkers & Langford, 2008). Women and girls reported greater regarding their work and life as compared to males (Allen & Finkelstein, 2014; Leineweber et al., 2013).

Many organizations seem to be very concerned with managing their human resources as well as their staff to ensure that they have a healthy work-life balance and a happy family life. Moreover, companies occasionally value and respond favorably to dual-career workers when they provide a competitive advantage to the company. (Abele & Volmer, 2011). Now organizations pay attention to addressing this problem of work-life balance and taking it seriously (Hall & Richter, 1988). Organizational citizenship behavior, work happiness, and degree of commitment are positively impacted when organizations make strategies and policies to support dual-career spouses. (Baral & Bhargava, 2010).

## **Literature Review**

### **2.1 Job Satisfaction**

We can describe job satisfaction and contentment as how one feels or how much one's self-esteem is satisfied while doing something or performing a job. It all comes down to how satisfied a person is with their work or responsibilities, as opposed to someone who is dissatisfied with their position and dislikes their responsibilities. Overall, we may state that a person's happiness and sense of self-worth are caused by a combination of environmental, physiological, and psychological forces at work (Hoppock, 1935). A key factor in success is employee self-esteem, job satisfaction, and a positive attitude toward the company.

## **2.2 Work-life Conflict and Job Satisfaction**

Conflicts and disputes in the workplace can be explained by stating that work interference in personal life is different from work interference in the family. Men with dual responsibilities often experience work-family conflicts as a result of unreasonable demands made by both their jobs and their families. The WLC is the focal point between these two roles of professional and family life that interferes with the performance of work-related obligations. It is a term described as a type of role controversy when it affects performance (Netemeyer et al., 1996). Work-life disputes are the formation of conflicts between roles whereby desired role performance comes from one domain (i.e. work) and impedes satisfying and fulfilling role demands in another realm (i.e. entertainment or home activities) (Greenhaus & Beutell, 1985). It is viable that a high extent of job-related struggle and over-dedication to the job role may result in discern dispute between home and work life. (Franche et al., 2006) evaluated the effect of specific working circumstances and work-life disputes on the psychological health of female job holders. In his lifetime, a man assumes a variety of parts and functions, including those related to his employment (as an employer or employee) and those that do not involve employment (Spouse, father, sibling, friend, etc.). According to Duxbury and Higgins (2001), work-life conflict and disputes arise when people are spending their time and effort on one function while finding it difficult to fulfill another (Duxbury & Higgins, 2001). We might characterize a work-life conflict as a push and pull between work and family duties (Lockwood, 2003). A meta-investigation that has been done by (Ernst Kossek & Ozeki, 1998) divulges an anti-relationship between work-family dilutes and job satisfaction. The dual career couples and their family and work-life disputes had a very strong correlation with job fulfillment and satisfaction.

**H1:** Work-life Conflict has a negative effect on job satisfaction.

### **2.3 Dual Career Couple and Job Satisfaction**

(Hall, 1976), (Richardson, 1979), (Rooney, 1983), and (Super, 1980) described a career as a hierarchy of different positions that are occupied by a person during the course of his life, and it involves a high level of commitment as well. "Dual professional couples are ones in which the husband and wife both work outside the home to support themselves and the family. The dual career couples have at least one or more children and are managing and establishing a family, as well as performing tasks that are highly salient individually, have a rising sequence, and require a high level of dedication (Rapoport & Rapoport, 1969)". In order to understand job fulfillment and satisfaction in dual-professional couples, this study focuses on the two dimensions of dual-career couples that they face in their daily lives. The first one is work overload on the job which leads to the second one i.e., job stress. These two factors affect job satisfaction in remarkable ways.

#### **2.3. (A) Work Overload**

Overburden of work can be perceived as a serious annoyance that can be quantified by counting the number of jobs they have to finish in a particular time frame (Greenglass et al., 2003). Overload of the work refers to like how extensive the performance is (Price & Mueller, 1986). It takes place where multiple requests and demands surpass resources and it can be either observational or quantitative (where too many tasks are there to complete) or qualitative (when the task is difficult to complete). Couples with two careers are increasingly more likely to experience overload at work and home. They are more susceptible to domestic or home overload because their professional obligations limit their free time, increase the likelihood of conflict, and limit their time for family and household tasks. Careers in respectable and well-paid work situations typically entail major directions about working hours, learning and education commitments, and more work activities that are handy for corporate and business schedules rather than acceptable for regular household schedules (Schein, 1993).

**H2:** Work overload has a negative effect on job satisfaction.

#### **2.3. (B) Job stress**

The stress related to a job can be described as the destructive and injurious physical and emotional reaction that occurs when the job requirement doesn't tie in and match up with the needs, capabilities and competencies of the workers and employees. Stress, related to psychology has been described as the degree to which a man discerns (appraises) that their orders and demands excel and outdo their capability to cope (Cohen et al., 1994). Variables related to psychology such as job stress and work overload exist in double-career couples. They feel negative and tired due to double duties; they don't discriminate between socioeconomic and psychological attributes and these come up in job dissatisfaction.

**H3:** Job stress has a negative effect on job satisfaction.

#### **2.4 Perceived Organizational Support and Job Satisfaction**

POS is "the area to which workers discern that their efforts and value delivered are recognized by their employer firm and their organization takes care about their employee's wellbeing" (Eisenberger et al., 1986). If a company looks out for its workers and fulfills their needs and wants, then the workers are more satisfied with their jobs, which also increases their productivity. Organizational support is the favorable working condition that a business offers to its employees, enabling them to perform successfully and earn either intrinsic or extrinsic rewards as a result. According to the organizational support theory, POS reflects the level of trust and belief that employees have in their employer's ability to value their work and care for their well-being. POS could contribute to and foster a sense of obligation among employees that their company cares about both their welfare and the welfare of the entire firm. In the meanwhile, POS should satisfy employees' socio-emotional goals and requirements by including their organizational membership and role in their social recognition and instilling in them a strong belief that they will be rewarded by the company for their excellent performance. Employers of organizations want their staff members to continue to be committed and dedicated to their work. And if the employers of the organization provided their workers with high levels of satisfaction and support, in accordance with the custom and standard of Mutual Corporation, the employees of the organization are likely to emotionally commit to their organizations, have low turnover, and have high levels of job satisfaction. (Rhoades & Eisenberger, 2002) found after 70 meta-analyses of his research that POS is the great cause of job satisfaction among employees. However, some old studies have shown inconsistent outcomes. According to (Stamper & Johlke,

2003), POS was unrelated to the duties and effectiveness of salespeople. Job satisfaction is correlated with employees' feelings of pride and accomplishment while they are working. POS increases job satisfaction and meets the socio-economic needs of the employees. Therefore, we conclude that POS is highly positively associated with employee job satisfaction.

**H4:** Perceived organizational support has a positive effect on job satisfaction

### **Moderating effect of Perceived Organizational Support**

Work-life conflicts have a detrimental impact on employees' performance and satisfaction; occasionally, individuals experience high levels of tension and stress owing to their dual duties, which also lowers their satisfaction level. If a company implements flexible strategies and policies addressing working hours, time management, and other employment-related terms in good conscience and conduct, it will be able to please its employees and enable them to perform their jobs admirably. Employees in any organization are generally accountable for upholding and maintaining an appropriate degree of separation between their professional and personal lives. Organizations must make it possible for their employees to accomplish this goal, though. Work-life conflicts are generally linked to perceptions of supportive organizational traditions and practices meant to promote work-life balance (Allen, 2001).

**H5:** POS moderates the positive relationship between WLC and JS.

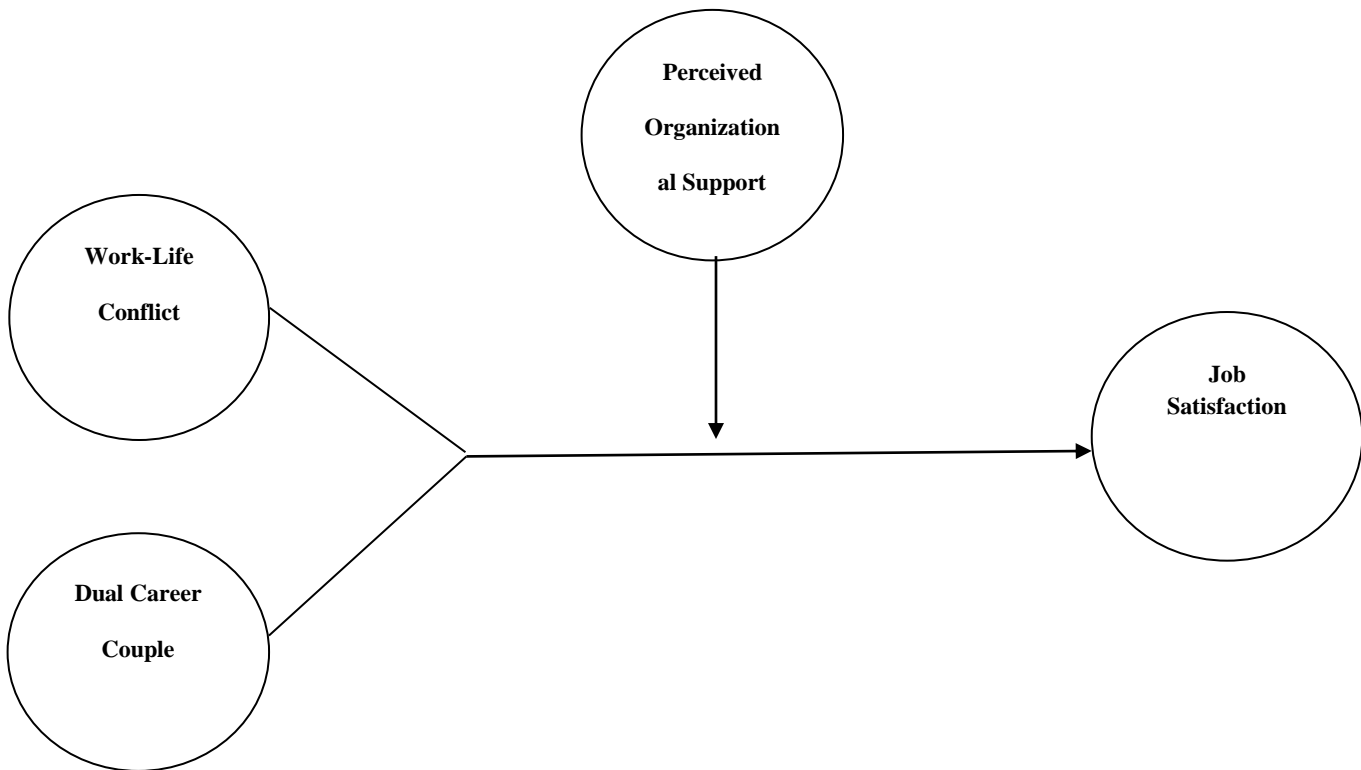
Couples with dual careers are ones where the husband and wife both pursue their careers. An organization can provide good support in the formation of job characteristics and satisfy its employees. The organization can create a healthy environment, supportive mechanisms, and flexible working hours to accommodate dual-career spouses when they experience stress and job overload. (Eisenberger et al., 1986) have applied social exchange theory (Blau, 1964) and the mutual understanding of norms (Gouldner, 1960) to various perspectives and viewpoints of employee-organization relationships. The argument was that the relationship between employees and an organization was one of social exchange. In this relationship, an organization provides a range of benefits, including pay and other values, to its employees, and in return, the employees are expected to provide less turnover, greater loyalty, and high-quality work (Rhoades & Eisenberger, 2002). Established on the norm of mutual cooperation (Gouldner, 1960), when the employees of any organization understand that their organization is supporting them, then their

positive attitude, commitment and favorable work behavior (like job satisfaction and civilized citizenship behavior) towards the organization is increased.

**H6:** POS moderates the positive relationship between work overload and JS.

A study that was carried out on 214 employees of Filipino nationals, the findings of that study showed that the employees who receive organizational support, tend to be more satisfied and have less stress than the others who are not receiving any support (Pangan et al., 2005). Another study that was carried out with the rank and file of the employees explained that social support provided by the organization to its coworkers served as a buffer and moderator in the links between stress and strain (Fried & Tiegs, 1993).

**H7:** POS moderates the positive relationship between job stress and JS.



***Theoretical framework***



## Methodology

This segment talks about the sample selection strategy, variables selection, the model utilized for the examination and the factual procedures utilized to figure out the connection between work-life conflict, dual-career couple, perceived organizational support and job satisfaction.

### 3.1 Participants of the study

The wellspring of information for this study is primary data gained through questionnaires. The data was additionally gathered through private meetings from the representatives at various administration levels, but the data taken on by the meetings, was only for the comprehension of the peculiarities of WLC, work over-burden and job stress in Pakistan and not utilized for the interpretation of the results. The information for the examination was gathered from couples in which both members, or at least one, are working in an organization.

Before conducting the survey, a pilot study was conducted to assess the validity of the measures. 175 of the 240 surveys that were distributed throughout the groups were returned. There was a 73% reply rate. Five questionnaires were disregarded because they didn't provide enough information to guide the study. For the most recent study, a sample size of 170 was used.

The survey comprises two parts. In the initial segment, there are 48 statements that determine the impact of work-life conflict and dual-career on job satisfaction and the role of perceived organizational support as a moderator.

These factors were chosen based on the writing literature. The subsequent part incorporates five socio-segment questions including; gender, age, work status, job type and experience with the organization. A five-point Likert scale was utilized to gauge these factors. 1 strongly disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly agree.

Research ethics are specifically focused on the consideration of moral concerns that arise when people participate in research as respondents. This exploration has incorporated the five moral standards 1) Minimizing the risk of harm. 2) Obtaining informed consent. 3) Ensuring anonymity and confidentiality. 4) Avoid deceptive practices. 5) Providing the choice to withdraw.

Most of the members were men (60%) with average ages of 26 to 30 (50%). The majority of them (70%) were instructors or teachers with a full-time employment status (91%) and 2 to 3 years of experience (60%) with the organizations.

### **3.2 Scales/ Measures Used**

#### **3.2.1 Work-life conflict**

A 10 items scale was adopted to measure participants' work-life conflict developed by (Netemeyer et al., 1996). The first item comprised "The demands of my work interfere with my home and family life." 0.762 Cronbach alpha value has been found for this scale.

#### **3.2.2 Dual-career couple**

To measure the data of dual-career couples, two dimensions have been used regarding problems that dual-career couples face. The first one is work overload and the second is job stress.

##### **3.2.2 a. Work overload**

To measure the work overload of dual-career couples, a 5 items scale created by (Roberts et al., 1997) was used. The first item comprised "I have an excessive workload." 0.825 Cronbach alpha value has been found for this scale.

##### **3.2.2 b. Job stress**

To measure the job stress of dual-career couples, a 15 items scale created by (Parker & DeCotiis, 1983) was adopted. The first item comprised "I have felt fidgety or nervous as a result of my job." For this scale, Cronbach's alpha value was found 0.730.

#### **3.2.3 Perceived organizational support**

To measure the perceived organizational support, a 6 items scale created by (Eisenberger et al., 1997) was adopted. The first item comprised "My organization takes great pride in accomplishments." 0.756 Cronbach alpha value has been found for this scale.

#### **3.2.4 Job Satisfaction**

To measure job satisfaction, a 7 items scale created by (Williams & Anderson, 1991) was used. The first item comprised “Adequately completes assigned duties.” 0.737 Cronbach alpha value has been found for this scale.

### 3.3 Control Variables

To control the variation in job satisfaction for demographic variables, one-way ANOVA has been used in the study. One-way ANOVA showed the result of significant differences in the (dependent variable) job satisfaction across gender ( $F=31.63$ ,  $p < 0.01$ ), age ( $F=82.35$ ,  $p < 0.01$ ), job type ( $F=6.46$ ,  $p < 0.01$ ) and experience ( $F=128.3$ ,  $p < 0.01$ ). Though work status has been found insignificant.

Factors, that were found significant for the dependent variable entered in step 1 as control variables in regression analysis.

**Table: 1 A one-way ANOVA**

Sources of Variation	Job Satisfaction	
	F statistics	P-value
Gender	31.63	0.000
Age	82.35	0.000
Work Status	0.004	0.949
Job Type	6.46	0.002
Experience	128.03	0.000

### Results/ Findings

Table 2 describes the Means, standard deviation and Correlation matrix

**Table 2: Means, Standard Deviations, Correlations, and Reliabilities**

	Means	S.D	1	2	3	4	5
WLC	3.93	0.25	.762				

<b>WOL</b>	3.92	0.41	-.110	.825			
<b>J Stress</b>	4.10	0.20	-.700**	-.543**	.730		
<b>POS</b>	3.63	0.24	.132	.436**	.244**	.756	
<b>JS</b>	4.37	0.24	-.942**	-.045*	-.733**	.281**	.737

\*. Correlation is significant at the 0.05 level (2-tailed)

\*\* . Correlation is significant at the 0.01 level (2-tailed)

This Table describes that work-life conflict has a strong negative correlation with job satisfaction (-.942,  $p < 0.01$ ), by which hypothesis 1 gets supported. Work overload has a negative correlation with job satisfaction (-0.45,  $p < 0.05$ ) by which hypothesis 2 gets supported and job stress has a strong negative correlation with job satisfaction (-.733,  $p < 0.01$ ) by which hypothesis 3 gets supported. Whereas POS showed a strong degree of relationship with job satisfaction (.281,  $p < 0.01$ ) by which hypothesis 4 gets supported, thus providing support for hypotheses 5, 6, and 7 respectively.

#### 4.1 Regression Analysis

This study uses multiple regression analysis to examine the main and moderation effects of study variables. In Table 3 all the results have been described. From multiple regression analysis, the results showed that work-life conflict has a negative effect on job satisfaction ( $\beta = -0.769$ ,  $p < 0.01$ ), this proved that hypothesis 1 is supported. The regression analysis indicated that work overload has a negative effect on job satisfaction ( $\beta = -0.150$ ,  $p < 0.05$ ), which proved that hypothesis 2 is supported. The regression results showed that job stress has a negative effect on job satisfaction ( $\beta = -0.740$ ,  $p < 0.01$ ), which proved that hypothesis 3 is supported. Correspondingly perceived organizational support showed a positive relationship with job satisfaction ( $\beta = 0.130$ ,  $p < 0.01$ ), this proved that hypothesis 4 is supported

To get the results of the remaining hypotheses including 5, 6 and 7, a moderated regression analysis method that is developed by (Cohen et al., 1983), has been used. Where control variables were placed in step 1. Independent and moderator variables were entered in step 2. Products of independent and moderator variables (Interaction term) have been entered in step 3.

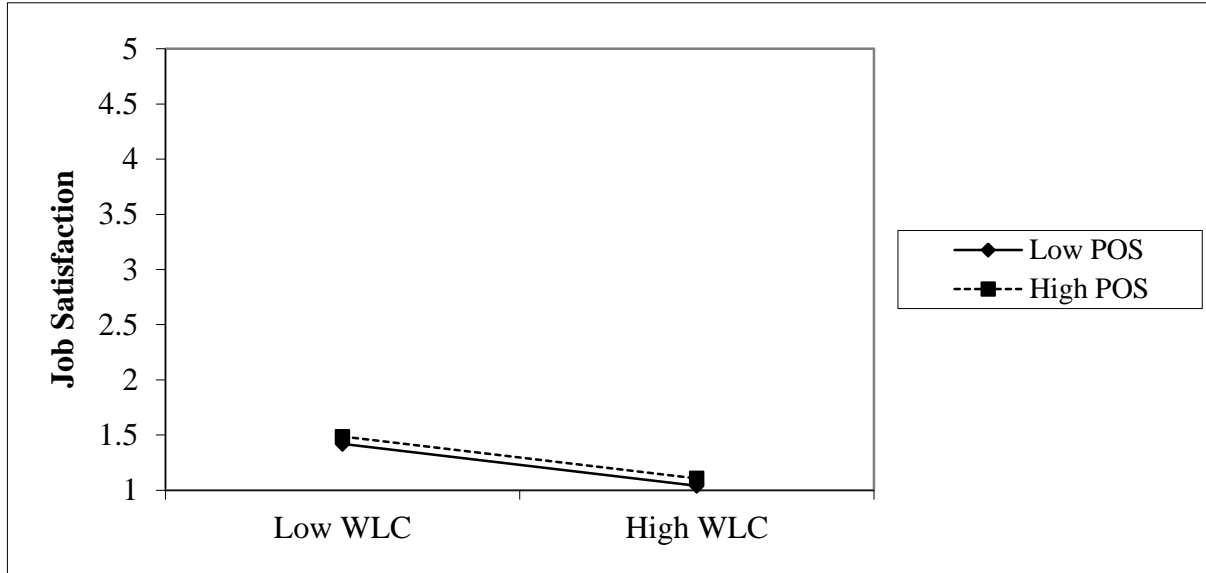
Step 3 (Interaction term) showed the result of moderated regression analysis that POS moderates the relationship between work-life conflict and job satisfaction ( $\beta = 0.086, p > 0.01$ ), this proved that hypothesis 5 is supported. The result showed the moderation effect of POS between work overload and job satisfaction ( $\beta = 0.003, p > 0.05$ ), this proved that hypothesis 6 is supported. Correspondingly, the moderation effect of POS on the relationship between job stress and job satisfaction was ( $\beta = 0.126, p > 0.01$ ), this proved that hypothesis 7 is supported.

**Table 3: Regression Analysis**

<b>Job Satisfaction</b>			
Predictors	$\beta$	$R^2$	$\Delta R^2$
<u>Step 1</u>			
Control Variables		0.601	
<u>Step 2</u>			
WLC	-0.769**	0.950	0.948
WOL	-0.150*	0.611	0.599
J Stress	-0.740**	0.783	0.766
POS	0.130**	0.609	0.597
<u>Step 3</u>			
WLC*POS	0.086**	0.772	0.765
WOL*POS	0.003*	0.601	0.589
J Stress*POS	0.126**	0.685	0.675

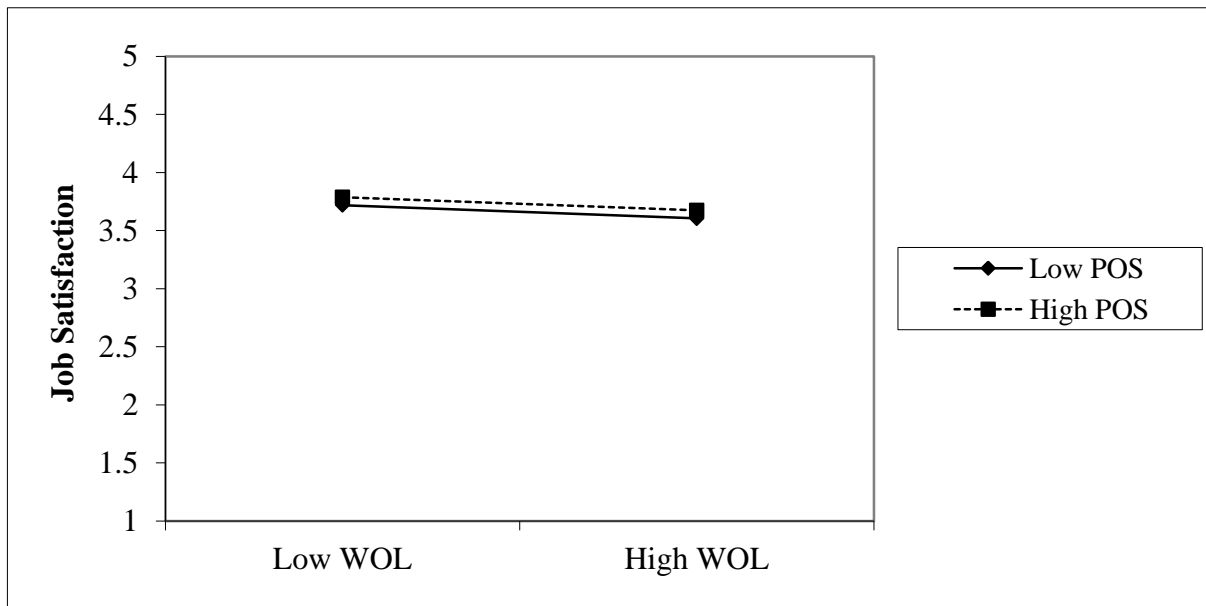
\*= $p < .05$ . \*\*= $p < .01$ .

**Figure 1: Interactive Effect of Work-Life Conflict and Perceived Organizational Support on Job Satisfaction**



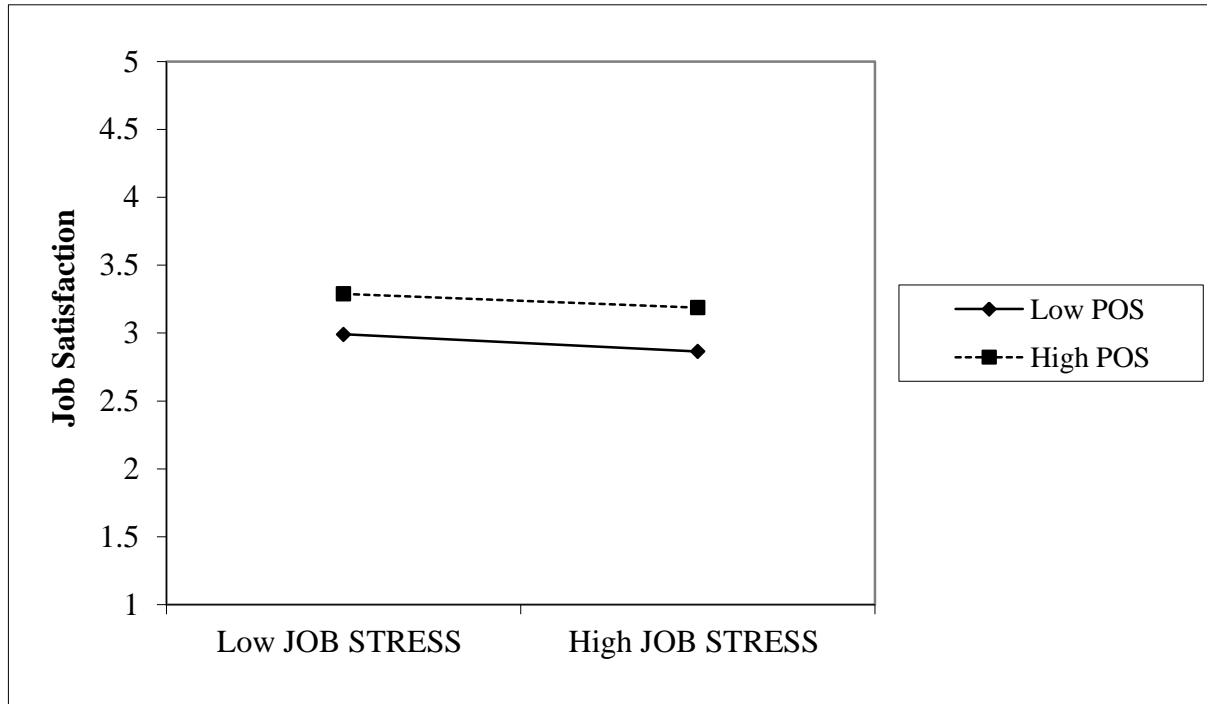
WLC = Work-life conflict      POS = Perceived organizational support

**Figure 2:** Interactive Effect of Work Overload and Perceived Organizational Support on Job Satisfaction



WOL = Work overload      POS = Perceived organizational support

**Figure 3:** Interactive Effect of Job Stress and Perceived Organizational Support on Job Satisfaction



POS = Perceived organizational support

Figures 1, 2 and 3 show the significant interactions between the low and high values of moderation. Figure 1 explains the positive Work-life conflict and Job satisfaction association was stronger when POS was high, this proved that hypothesis 5 is supported. Figure 2 illustrates that positive Work overload and Job satisfaction association was stronger when POS was high, this proved that hypothesis 6 is supported. Similarly, Figure 3 shows that Job stress and Job satisfaction were stronger when POS was high.

## Discussion

The evaluation found that the work-life conflict counter was negatively correlated with employee job satisfaction. The results show that employees with work-life conflicts are dissatisfied with their jobs. This result is consistent with the findings of (Namasivayam & Zhao, 2007) that work-family conflict is negatively associated with job satisfaction. The purpose of this study was to examine the impact of work-life conflicts on job satisfaction. Hypothesis H1 (i.e., work-life conflicts negatively affect job satisfaction) was tested and found to be very important. Results showed a negative correlation between work-life conflict and job satisfaction. Similar results have been found by (Akram & Hassan, 2013), where work-life conflict had a direct negative

impact on employee job performance. Work-life conflict lowers employee job satisfaction and, as a result, lowers job performance. The outcomes showed that work overload negatively contributes to job satisfaction within the dual-career couple setting. As most people in a dual-career circumstance struggle with the requirements of adjusting to a career and home liability, the potential work overload increases. The outcome give additional assistance that overload was negatively connected with job satisfaction in dual-career couples. The excessively exhausting work jobs and time tensions to finish work tasks adversely add to job satisfaction (Aryee, 1992). The study aimed to find if work overload has an effect on job satisfaction in dual-career couples. The hypothesis was that work overload can lead to dissatisfaction with jobs. The results of the study showed that people who are overloaded with work find it difficult to maintain a positive relationship with their jobs.

The consequence of the study gives proof that job stress is adversely connected with job satisfaction. It likewise shows that home-related stress and job stress predict work disappointment and life additionally in dual-career couples (Allen et al., 2000). The study has been conducted to determine if job stress levels have a negative impact on job satisfaction in dual-career settings. The hypothesis H3 that has been tested and found to be highly significant was that job stress adversely impacts job satisfaction. The results showed that people who are stressed out at work tend to be less satisfied with their jobs than people who are not stressed out at work.

The investigation showed that people who are satisfied with their jobs are more likely to use POS systems. (Eisenberger et al., 2002) found that the ground transportation of goods and services is a key factor in the spread of disease. The connection between POS and AC is partly mediated by employees' perception of their obligation to think about the welfare of the organization and to help the organization achieve its objectives. The study found that the more time people spend on their smartphones, the more likely they are to have an addictive personality. According to the (Eisenberger et al., 1997) study, ideal work experiences are typically associated with positive aspects of management, such as positive customer service and control over performance. The study found that people who feel like their work is supported by their organization are more satisfied with their job than those who feel like their work does not have any organizational



support. The hypothesis H4 was that the perception of organizational support affects job satisfaction.

POS is likewise positively related to job satisfaction, as acknowledged by other empirical findings around here (Dixon & Sagas, 2007). This hypothesis depended on the past inscription that found family supportive culture, decreased the work-family conflict (Allen, 2001). (Ernst Kossek & Ozeki, 1998) found that work-family conflict was connected with job and life satisfaction. The study found that working with POS can help reduce job dissatisfaction and conflict between work and personal life. This shows the importance of POS, particularly for those perspectives that upgrade attaches to the organization. One substantial end is that support is best whenever the organization furnishes workers with potential open doors for self-satisfaction and the improvement of their professional status to adjusting their lives. Workers who feel upheld by their employer are presumably more ready to take part in better execution that brings them individual fulfillment. The rationale for the study was to find the moderating effect of perceived organizational support between work-life conflict and job satisfaction. Hypothesis H5 was that POS controls the positive relationship between WLC and JS and was profoundly significant.

Results showed that POS moderates the positive connection between work overload and job satisfaction in dual-career couples. In light of the standard of correspondence (Gouldner, 1960), when workers saw that the organization upheld them, they would respond with uplifting outlooks (for example commitment) and great work ways of behaving (for example citizenship behavior, job satisfaction) (Eisenberger et al., 1986), (Eisenberger et al., 1997). The reasoning of the study was to find the moderation impact of perceived organizational support between work overload and job satisfaction. The hypothesis that was tested and happened to be significant was H6; POS moderates the positive relationship between work overload and JS.

Results demonstrated that POS moderates the positive connection between job stress and job satisfaction in dual-career couples. In the event that an organization upholds its workers, they feel less pressure and thus their job satisfaction with respect to the organization increases. The rationale of the study was to find the moderate impact of perceived organizational support between job stress and job satisfaction. The hypothesis that was tested and happened highly significant was H7; POS moderates the positive relationship between job stress and JS.

## **Practical Implications**

Organizational directors and strategy producers are recommended to give their workers/employees a steady climate. Extraordinary consideration ought to be given to employees to lessen their work-life conflicts, work overload and job stress. Give more open doors to dual-career couples by providing adaptable working hours, better remuneration benefits and other related impetuses.

## **Limitations**

Although a sincere effort has been made to collect the correct facts for our examination report, there are always a few concerns exist that the researcher addresses. The limitations of the study may relate to the generalization of the results. A larger sample size might create different outcomes. Additionally, if the information is accumulated from other urban areas of the country, this may bring about significant results. Our target sample size was 240 representatives, but the response rate was only 73%. Data collection was also a big problem.

## **Directions of future**

Two dimensions (work overload & job stress) of dual-career couples have been studied in this research that were related to job dissatisfaction and POS as moderator. The other researchers can adopt other dimensions or problems faced by dual-career couples and managers, co-workers and top management as moderators.

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