Mediating Role of Job Satisfaction between Work-To-Family Conflict and Safety Participation among Commercial Drivers of Pakistan

Mustafa R. Khan¹, Naveed R. Khan², Arsalan Mujahid Ghouri³, Ismail Khan⁴

¹,³University Pendidikan Sultan Idris, Perak, Malaysia
²Bahria University, Karachi, Pakistan
³Sunway University Business School, Malaysia
mustafa.r.khan03@gmail.com¹, naveed.r.khan@gmail.com², arsalan.ghouri@ymail.com³, Ismailwazir048@gmail.com⁴

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Abstract: Employee’s safety has come under limelight of organizational policy. Organizations are investing on employee safety training and participation to build their image as well as to contribute in employee well-being. Previous literature suggested association between strains based work-to-family conflicts, job satisfaction, and safety participation. The purpose of this empirical paper is to investigate the effect of work family conflict on safety participation with mediating role of job satisfaction. Moreover, the social exchange theory was adopted to explain research framework of the study. The research was quantitative in nature and adopted cross-sectional research design. Data was collected from 217 respondents by using convenience sampling technique in Karachi region. The research finding reveal new insight by providing evidence of insignificant direct association between strains based work family conflict and safety participation. Furthermore, finding also reveals that job satisfaction significantly mediates the relationship of strains based work family conflict with safety participation. This paper was originally inspired by world Health organization (WHO) news, which reported that one million individual died every year due to street accidents in the world.

Keywords: Employee’s, Work-to-Family Conflict, job satisfaction, and safety participation

1. Introduction

Transportation industry is one of the main service industry that contributes the all over GDP of Pakistan. The total GDP of Pakistan is USD 232.2 billion, 53.3% of total GDP depends on the service sector (Ahmed & Ahsan, 2011) in which transportation industry have its own valuable contribution. The service sector comprised of services from transportation, wholesale and retail, finance and insurance, 10% proportion of service sector is comprise of transportation services. According to the recent news at express tribune, the sales of commercial vehicles have been growing more as compare to sales of personal cars in Karachi since last two years because of the growing economy of drivers and it has been increased by 57% during the last seven months of FY15-16 on the data provided by PAMA (Pakistan Automotive Manufacturers Association).

Since FY00, 8,000 CNG buses throughout the country have been introduced by public and private transport manufacturing firms from which 800 buses are for Karachi city. According to Pakistan economic survey of FY07-08 transportation industry is providing 2.3 million jobs i.e. 6% employment to all over Pakistan because of which Government of Pakistan has taken comprehensive initiatives to improve the present bus fleets and to minimize accidents. 30,000 road accidents recorded every year in Karachi from which 80% are because of safety ignorance in which the victims are age between 15 to 29. Moreover, one more significant reason of bus and truck accidents is work-to-family conflict (WFC) because of which mostly drivers are the victim bad behavior and they use to break the signals, wrong overtaking and wrong parking, bullying, and overloading (Dawn News).

Transportation is considering one of the major safety critical industries including different type of vehicles such as truck, buses, shipping, railway and air-crafts. But the employees who are associated with this industry specially the road vehicles drivers suffering from the various difficulties to accomplish their job requirements. In 2009, 16.8% of truck drivers dead related to their work, drivers are five times more die in accidents as compare to other profession, unsafe behavior of drivers cause the 70% of crashes OSHA (Occupational Safety and Health Administration) which leads the need of road safety. Street car accidents are one of the major issue which cause the increasing rate of death and major injuries in this industry that lead the work place conflicts and effected the job satisfaction of drivers which highlights the need of safety participation from employees and as well as management.

The significance of safety need can observed by street car accidents that are one of the world’s biggest general and harm aversion issues according to the world Health organization (WHO) more greater than 1 million individual are died on the world’s streets every year. About 1.2 million individual were died and 50 million killed
in accidents on the streets around the globe every year. Organization that are the piece of transportation business had one of the minimal stability rate over the initial five years of their presence as compare to different industries (BLS,2014) Bureau of Labor Statistics.

In this regards, many researchers examine the impact of job characteristic in relation to safety behavior but most of them disregarded the belongings of work family conflict in support of more understandable and instant factors at the place of work. It is very necessary to inspect factors that can persuade safety participation (Neal and Griffin, 2006). Strahan (2008) suggested that firms can play a vital role to enhancing the safety behavior of their workers throughout consideration to safety climate and professional stress. Another research stated that safety administration is correlated to the safety skills and behavior of professional drivers (ÖZ, ÖZkan, & Lajunen, 2013).

The social exchange theory (Blau, 1964) clarifies the relationship between work family conflict and safety participation because the work family interface has once in a while been utilized to clarify security behavior. Strain-based WFC applied a critical direct impact on safety participation. Job satisfaction is a particular job attitude identifying the response of an individual either their general and specific features of work related to job (Judge, & Kammeyer-Mueller, 2012). Jiang and Probst (2015) expect that employees who have more safety production conflict (SPC) will have not positive perception about reporting safety incidents that they may experience at work. The purpose of selecting transportation industry is to evaluate the effect of work family conflict on safety participation of drivers based on social exchange theory (Blau, 1964) throughout the job satisfaction in Karachi region.

In Pakistan, many researches are conducted on the relationships between work family conflict and job satisfaction hardly some of researchers brings the attention towards the safety participation. However, strain base WFC is the important aspect of safety environment. The paper aims to explore the difficulties face by road drivers in Karachi, Pakistan like, operations, long working hours and shifts at night and during public holidays which makes it difficult for them to take care of family and to enjoy their personal life which causes strain based WFC and which results in road accidents. Thus, the present research is to explore the moderating effect of job satisfaction in context of work family conflict and safety perception in Karachi, Pakistan.

2. Literature Review

Strain Based Work-to-family conflict and Safety Participation

Social exchange theory (Blau 1964) proposes that individual’s feel obligated to give back the advantages they get from another gathering. In this exchange system, people conduct the evaluation of cost and benefits examination to determine the worth of social benefits received and returned. Although a positive security environment signs to laborers that association consider them and specialists are more content with their occupations as their security needs are satisfied. Researches claim that safe working condition leads to motivate workers and job satisfaction (Nahrgang, Morgeson, & Hofmann, 2011). A strong safety environment increase the productivity trust and also job satisfaction of workers (Etheridge 2016). Safety climate is a job characteristics that can influence the employee impression of work place which link to job satisfaction motivation and productivity (Clarke 2010) and attitude towards safety of their jobs. Furthermore many researchers analyzed the safety perception of employee as driver with their personal psychology, stress, organizational climate, job characteristics, and task identity and also with the driver’s performance (Zohar, & Lee, 2016). Ostrom, Wilhelmsen, & Kaplan (1993) stated that organization’s socially transmitted beliefs and attitudes towards safety affect safety performance.

Safety participation has been seen to be firmly affected by various legitimate, activity and individual components, for instance safe environment (Barbaranelli, Petitta, & Probst, 2015; Hicks, Buttigieg, & De-Cieri, 2016), Safety climate, the degree to which employees perceive that safety is prioritized in their company ((Zohar, & Lee, 2016), the concept of safety culture is define as values, states of mind, recognitions of employees and patterns of behavior that determine organizational commitment to safety management. Mansfield, & Griffin (2000) differentiate between two types of safety performance behaviors Safety compliance recommended work practices that individual need to perform to create safe work environment these behaviors includes standard work procedures and wearing personal protective equipment. Safety participation portrays behavior that does not straight forwardly add to an individual's personal safety but in any case, that builds up a protected workplace. It includes exercises such as taking part in deliberately safety tasks, helping subordinates about safety related issues or attending safety meeting. A few meta-investigative studies have reliably shown that high safety performance is related to fewer accidents and injuries (Nahrgang, Morgeson, & Hofmann, 2011).
Safety participation related to the employee’s safe behavior at work and management effort to provide safety climate. According to Hamid, Abdullah, Asmoni, Lokman, & Shaari, (2015) and Gao, Shi, Niu, & Wang, (2013) negative or positive effect of WFC on workers safety and job outcomes has generate the attention of researchers in human resources management, same as diminishing trend of work-family conflict recognize positive job security and management participation (Dinger 2010). Thus on basis of previous literature, researcher articulate following hypothesis:

H1: Strain based work family conflict is significantly related to safety participation.

Mediating role of Job Satisfaction between Work-to-family conflict (WFC) and Safety Participation

Work and non-work activities are responsible for the work to family and family to work conflict also affected job related outcomes (Anderson, 2002). Rodriguez (2006), explores the safety consequences of truck drivers in 2006 by pay scale and incentive factors. Trivellas (2013) investigate the effect of job stress on job satisfaction results indicated that role conflict is negatively related with all dimensions of job satisfaction, same as Piko (2006) also investigates the interrelationship between job burnout, role conflict, and job satisfaction. Lu, Gilmour, Kao, & Huang, (2006) conduct a cross-cultural study in which concluded that work to family and family to work conflict both have the negative association to well-being of employees. Larssor, Pousette, & Törner, (2006) focused on the psychological climate with safety behavior. Task conflict can moderate the positive relation of psychological safety and team learning (Kostopoulos, 2011). Further, Khan & Ghouri (2018) identified that inspiration lead to satisfaction. Job satisfaction is also an important mediator among safety climate and human resource outcomes (Huang, 2006; 2016). Researcher also highlights those factors which improve organizational safety performance. Gyekye, (2005) also found positive significant among job satisfaction and safety climate according to him employees perception about firm climate linked to the perception of safety at work while work family conflict (work to family and family to work) negatively associated to job satisfaction (Gao et al. 2013).

Similarly, Varonen & Mattila (2000) found that company’s positive attitudes to safety and its safety precautions are negatively related to accident rate safety participation is significantly related to the strain based work-family conflict. According to Wei et al. (2016) Employee with less work family conflict are more satisfy with their job and to do additional part safety related work as compare with high level of work family conflict. Work-to-family conflict (WFC) is the circumstance in which work influence with family, and family to work conflict (FWC) is the circumstance in which family influence with work (Prone, Russell, & Cooper, 1992). Research recommended the conflict emerging from working environment stressor can make it difficult for workers occupied with home and family life (Harrison, & Wagner, 2016). Similarly, employees who encounter strain at work are probably going to convey the strain home with them (Harrison, & Wagner, 2016). A large body of literature examining overflow impacts from work to home shows that work encounters impact representatives even after they leave the working environment.

According to Anderson (2002), work to family conflict is closely connected to stress which effected to the Job satisfaction and turnover intention. Bruck (2002) found the correlation of lower job satisfaction with highly WFC to measure time and strain based WFC. In empirical research, Buonocore (2013) indicated that time and strain based conflict have the negative association with job satisfaction. Work and family associations have a significant impact on job and life satisfaction (Adams, 1996). Thus researchers formulate hypothesis that:

H2: Strain based work family conflict is significantly related to job satisfaction.

Researchers proposed that superior job satisfaction dedicated to positive safety participation of management policies and also decreases rate of accidents (Nielsen, Skogstad, Matthiesen, & Einarsen, 2016). An important linked was highlight among job satisfaction and perception of safety climate, which trend to perceive administrative policies for decrease risk of accidents (Gyekye, 2005). Wang, Yao, Li, Liu, Wang, & Sun, (2012) was presented that job satisfaction of workers will be improved as the risk of injuries on the work place reduce. Etheridge, (2016) recommended that for avoiding hazards of accidents in railroad industry, administration require to realize the association among job satisfaction and safety. Thus, researchers articulate hypothesis that:

H3: Job satisfaction is significantly related to safety participation.

Clarke (2010) found correlation among safety climate and safety manners was partially mediated by job correlated variables (organizational commitment and job satisfaction). Strain based work to family conflict have negatively correlate and also manipulate safety participation which was partially mediated by job satisfaction (Wie et al. 2016) which reflect the fourth hypothesis in this empirical study. Hence, researchers proposed following hypothesis:
H4: Job satisfaction mediates the relationship between strain based work family conflict and safety participation.

**Conceptual framework**

Based on literature review, the proposed research model of the study is presented below in figure 1. This empirical study presented safety participation as dependent variable, strain based work to family conflict as independent variable and job satisfaction play a vital role to explore the mediating relation between IV and DV. Dreu, (2004) argue that Conflict theory and pervious researchers are mostly neglecting the probable relationships between work-conflict, health, safety, and job satisfaction.

![Conceptual Framework](image)

**Figure 1. Conceptual Framework**

3. **Methodology**

In this study, data were collected from 217 respondents through questionnaire. Respondent profile was consist on the various factors such as age, education, marital status, gender, experience and type of vehicle. Initially, this empirical research based on the two type of vehicle in which 46% respondents were truck drivers and remaining 55%, respondents were bus drivers in Karachi region. The research model consists on Strain based work family conflict, job satisfaction and safety participation. Hence, the survey posed questions about Strain based work family conflict, job satisfaction, safety participation and solicited demographic information. Since the survey method allows the collection of a large amount of data from a sizeable population in a highly economical way (Amin, Khan, Ghouri, &Nallaluthan, 2018). All respondents were male. Additionally, 33% were literate whereas 67% were illiterate drivers. A self-administered questionnaire was developed consisted of closed-ended questions. All the items in questionnaire was adopted from studies to collect the data from respondents by using convenience sampling technique. In this study, strain based WFC, safety participation, and job satisfaction are a gauge with eight, ten, and ten indicators, respectively. Table 1 presents a summary of the constructs used in this study.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Number of Indicators</th>
<th>Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strain based WFC</td>
<td>8</td>
<td>Carlson, Kacmar, &amp; Williams, (2000)</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>10</td>
<td>Spector, (1994)</td>
</tr>
</tbody>
</table>

**Data Analysis**

The collected data were analyzed through measurement model tests and structural model tests by variance-based structural equation modeling or partial least square (PLS) using smartPLS 3. PLS is well suited for studies in the theory building and testing (Hulland, 1999). According to Barclay, Thompson & Higgins, (1995) PLS can simultaneously test the measurement model (relationships between items and their corresponding constructs) and the structural model (relationships between constructs). Thus, we did measurement model test including: reliability, Cronbach's alpha, convergent validity (AVE), and discriminant validity (HTMT) (Gefen, Straub, and Boudreau, 2000). After reflective measurement model testing, bootstrap analysis is executed to test the statistical significance of the path Co-efficient after computing the path estimates in the structural model (Hair, Sarstedt, Ringle, & Mena2012). Figure 2 present the research model and the results of study.
4. Results

Table 2 shows the composite reliability, convergent validity, Cronbach's Alpha, and discriminant validity (HTMT). Reliably values of all constructs are greater than 0.70 means that the construct scores were reliable (Henseler et al., 2014). The reliability values of all constructs were from 0.718 to 0.762. Fornell & Larcker (1981) suggested that the AVE greater than 0.5 indicates that reflective constructs are unidimensional. The AVE value falls between 0.583 to 0.737, hence confirm the unidimensional of all constructs. The Discriminant Validity value 'significantly' smaller than 1 (i.e. cutoff value of 0.85), expresses the reflective construct has the strongest relationships with its own indicators in comparison with than any other construct (Henseler, Ringle & Sarstedt, 2015). All five constructs’ HTMT values were < .85 cutoff value and fulfill the requirements of discriminant validity.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Composite Reliability</th>
<th>Convergent Validity</th>
<th>Cronbach's Alpha</th>
<th>Discriminant Validity</th>
</tr>
</thead>
<tbody>
<tr>
<td>SBWFC</td>
<td>0.847</td>
<td>0.583</td>
<td>0.762</td>
<td>0.764</td>
</tr>
<tr>
<td>JS</td>
<td>0.848</td>
<td>0.737</td>
<td>0.743</td>
<td>0.848</td>
</tr>
<tr>
<td>SP</td>
<td>0.832</td>
<td>0.624</td>
<td>0.718</td>
<td>0.790</td>
</tr>
</tbody>
</table>

The R-squared and Q-squared values of the endogenous latent variable for predictive accuracy is shown in table 3. R-square of JS and SP is 0.349 and 0.189 respectively. R-square between the value of 0.25, 0.50 and 0.75 shows the weak, moderate and strong association for the endogenous variable (Hair, et al. 2012; Henseler et al. 2015). After R-square, Q-square is analyzed for prediction of relevancy. A model that uses SEM analysis, Q2 values equal to zero or below the zero show the weak prediction relevancy, values between the 0.35, 0.15 and 0.02 demonstrate that exogenous construct has a large, medium and small prediction relevancy respectively the endogenous latent construct. We have performed blindfolding, all the values are above zero which shows the predictive relevancy.

<table>
<thead>
<tr>
<th>Construct</th>
<th>R²</th>
<th>Q²</th>
</tr>
</thead>
<tbody>
<tr>
<td>JS</td>
<td>0.349</td>
<td>0.240</td>
</tr>
<tr>
<td>SP</td>
<td>0.189</td>
<td>0.100</td>
</tr>
</tbody>
</table>

The coefficient of determination, R-square is 0.189 for safety participation (SP). This means that strain-based work family conflict (SBWFC) explain 18.9 % variance of SP. It showed that strain-based work family conflict (SBWFC) weakly or insignificantly influence safety participation. The R-square for mediator variable is 0.349, it means, SBWFC explain 34.9% variance of job satisfaction (JS). It showed that strain-based work family conflict (SBWFC) moderately or significantly influence job satisfaction (JS).

Results reveals that strain-based work family conflict (SBWFC) (β=0.085; t= 0.625; p=0.265) has insignificant relationship with the safety participation however, strain-based work family conflict (SBWFC) (β=0.055; t= 10.816; p=0.000) has significant positive relationship with job satisfaction. Furthermore, results showed that job satisfaction (β=0.075; t= 5.348; p=0.000) has significant relationship with safety participation. Table 4 show the results of path coefficient analysis.
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Table 4. Path Coefficient (Direct Effect)

| Path             | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T   | Statistics (|O/STDEV|) | P-Values |
|------------------|---------------------|-----------------|----------------------------|-----|----------------|---------|----------|
| JS -> SP         | 0.402               | 0.409           | 0.075                      | 5.348 | 0.000          |         |
| SBWFC -> JS      | 0.591               | 0.593           | 0.055                      | 10.816 | 0.000         |         |
| SBWFC -> SP      | (0.053)             | (0.053)         | 0.085                      | 0.625 | 0.265         |         |

Mediation Analysis

Mediation analysis reveal that job satisfaction (JS) play a role of mediation between proposed relationships. Our statistical analysis confirm the mediating role of job satisfaction (JS) between strain-based work family conflict (SBWFC) ($t=4.347$; $p=0.000$) and safety participation (SP). Table 5 present the results of indirect effect. Hence, result support that job satisfaction partially mediate the relationship between strain-based work family conflict (SBWFC) and job satisfaction (JS).

Table 5. Mediation results (Indirect Effect)

| Path             | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T   | Statistics (|O/STDEV|) | P-Values |
|------------------|---------------------|-----------------|----------------------------|-----|----------------|---------|----------|
| SBWFC>SP         | (0.237)             | (0.243)         | 0.055                      | 4.347 | 0.000         |         |

5. Discussion

On the basis of social exchange theory (Blau 1964) this study represents the structural associations between strains based WFC, job satisfaction and safety participation that were analyzed with the aim for recognizing causal-effect relationships. Small scale quantitative research has been conducted on how workers safety participation is influenced by the satisfactory level and work family boundary.

This study provided the subsequent implications for safety examine, first examine the significant direct association of Strain-based WFC on safety participation whereas previous researchers found the negative link among strain base conflict with organizational citizenship behavior (Lambert, Pasupuleti, Cluse-Tolar, Jennings, & Baker, 2006) and job demands on safety participation (Chen and Chen, 2014). On the other hand this judgment is conflicting with other past finding that declared surplus responsibility was positively linked to OCB and safety contribution (Eatough, Chang, Miloslavic, & Johnson 2011). Hence work load could not essentially lead lower safety participation except WFC; therefore organizations can get better safety participation by reducing strain based work family conflict.

Secondly it was founded another acceptance that job satisfaction can play a mediating role in the association between Strain-based WFC and Safety participation which supported from (Eatough, et al. 2011) that job engagement can mediate the relationship of job characteristics and safety behavior while job satisfaction act as mediator in role stress and OCB. Particularly safety behavior of drivers quite dependent on their emotional state of mind, thus job satisfaction consider as important element that forecast safety participation. Our safety research is participating to fill the gap by supporting job satisfaction as a mediator in the perspective of safety.

Observations come in to view from the results; which clearly proved that over all model of current research is feasible for study specifically work stress associated to conflict and pressure of workload found to be significant and negative association with job satisfaction (Trivellas 2013). Drivers’ behavior is significantly related to occupational stress and safety climate of given organization (Strahan, 2008). He suggested that organization directly affected from safety behavior of workers while employees influenced by safety climate of organization. Therefore, organizational role is consider to improve safety climate and behavior of employees(Spector 2007). Strain-based work family conflict has stronger relationship with job satisfaction and turnover intentions. Stress can spoil employee’s job satisfaction (Lourel 2009).

Practically declining in work-family conflict is proven to be an effective management tool which is implicated for civilizing safety participation. Specifically management should execute the plan for reduction in conflict and simultaneously attention for causes of stress and family obligations of employees. Such evaluation and reduction in work-family conflict need to be conducted at individual level, hence each employees has faced different level of sensitivity and work stress. Same as job satisfaction also effected from the stress at work and...
family obligations, all those factors are directly and indirectly related to the voluntary safety behavior or discouragement of safety participation.

This study contributes to improve understanding for those essential elements, needed for safety participation. Same additional work is required to further components which are relatively important for reducing strain-based conflict and negative consequences of conflict on safety behavior. Over all this study is consist on the social exchange theory which highlight that people will do their job more efficiently when they received their desire level of job satisfaction, so this study can relate to theory that driver are concern for safety participation when they face lesser strain-based conflict with increased level of job satisfaction. The most important strength of this study is that these finding can interpret in international data. Table 6 presented a summary of hypotheses and results.

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>T-values</th>
<th>P-values</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: Strain based work family conflict is significantly related to safety participation.</td>
<td>0.625</td>
<td>0.265</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H2: Strain based work family conflict is significantly related to job satisfaction</td>
<td>10.816</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H3: Job satisfaction is significantly related to safety participation.</td>
<td>5.348</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H4: Job satisfaction mediates the relationship between strain based work family conflict and safety participation.</td>
<td>4.347</td>
<td>0.000</td>
<td>Partially Mediate</td>
</tr>
</tbody>
</table>

6. Conclusion

Through this research three variables studied with different items which are the main factors of human resource management, for this purpose we chosen transportation industry in service sector, while truck and bus drivers were targeted. Furthermore a total of 217 respondents participate in this survey, data collected from 99 truck and 118 bus drivers by adopted questionnaire from different sources. The research model consists on Strain based work family conflict, job satisfaction and safety participation while results depend on four hypotheses.

Overall SBWFC and JS were tested and their direct and indirect impact on safety participation. The main objective of this research is to analysis the mediating impact of job satisfaction on strain based conflict and safety participation in Karachi (Pakistan). Initially SPSS software used for analysis descriptive profile of respondents as well as PLS (Partial Least Square) used for model fitness and hypothesis testing.

As conclusion based on empirical finding which represent that effort to reducing strain-based conflict it is the best way to enhance the job satisfaction which leads the readiness for positive safety behavior. Strain-based conflict may have also indirectly linked with safety participation through job satisfaction (Wie et al. 2016), so we can summarize that strain based conflict have indirectly impact on safety participation but directly influence the job satisfaction of employees. Job satisfaction is partially mediates the relationship between strain-based conflict and safety participation. These results draw the attention to the significant of improving safety participation in working environment. Moreover out of four hypothesis three are accepted and supported from the data with p-value < 0.05, firstly identified that strain based WFC is significantly associate to job satisfaction, same as job satisfaction have significance with safety participation. Finally Job satisfaction mediates the relationship between strain based work family conflict and safety participation which supports the main objective of this empirical research.

7. Limitation and Future Recommendations

As mention above in this recent research transportation industry is consider, in future studies other industries in service sector can also be targeted for replicate or to make the research generalized. Similarly sample size can be increased for better representation of existing population and as well as it can implement in other cities or regions in Pakistan in other contexts. Also can conduct with the other practices of human resource management with different variables such as job performance, leadership influence, and organizational commitment of employees to explore their influence on safety performance. It is also suggested that human capital is the best predictor of divers’ safety. We can examine the impact of other dimensions of work family conflict i.e. time-based and behavioral based on safety participation. Furthermore work attitude and behavioral consequences of employees on safety culture or climate can be studied in future for testing their relationship and explore the
mediating role of job satisfaction on these variables. This study adopted cross-sectional research design, in future longitudinal research design can also be adopted to concrete the research findings.

References


