Examining the Relationship between Impression Management and Family to Work Conflict

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Abstract

The aim of this research to examine the linking impression management and family to work conflict of the employees in different banking sector of Quetta, Pakistan. Where we studied if people opt for Impression Management to counter it, a sample of 232 employees was selected from 34 branches of different banks of Quetta, Pakistan. A single hypothesis was built which had 5 sub-hypothesis. Regression and correlation tests were conducted to find if there was any existence of a linking. To verify if any measurement error was affecting the variable, reliability and validity tests were conducted. The correlations tests reviled a positive relation of Family to Work Conflict towards impression management in the employees of banks. The more a person suffers from Family to Work conflict, the more Impression Management tactics are used.

Thus, on the bases of study results, we conclude that Family to Work Conflict can significantly trigger the use of impression management.

Keywords: *impression management, work, family, conflict*

Introduction

Impression management is the way a person would present himself and his activities to othersto guide and control the impression they form of him. (Goffman, 1956). People often opt for impression management at occasion like for social and financial obligations, promotion, image building, job seeking, supervisor evaluations etc. Employees whenever utilize impression management to an effective level to apologies for mistakes or give justifications this is seen as more likable by the supervisor and create an image of high performing (Frantz and Bennigson, 2005).

Family work Conflict is a concept that describes a state of conflict which is the cause of interference of a family role in the fulfillment of a work role (Lau, 2010). With extreme economic tension and expanded competition because of globalization have added to a more challenging work life, a work life that has expanded business related flexibility and work hours, and less job security (Wharton and Blair-Loy 2006), there at the same time factorssuch as deciding for meals, children care arrangements, phone calls from family during officehours cause family to work conflicts (Voydanoff, 2004). Family to work conflict is described as a source of pressure from the family domain that can cause issues related to health and wellbeing, work performance, productivity and so on (Olorunfemi, 2009). Employees whoare parents report more family to work conflict than those who are non-parents (Mauno et al., 2011; Byron, 2005). Limitation in mobility of kids and self-care were connected with intensive home-care requirements, driving parents to make different job changes to suit these necessities. Serious constraints in the children's learning capacity significantly increased both job changes and salary cuts and had a more modest impact on parents' sleep designs (Rogers and Hogan 2003).

Problem statement

A chronic form of trouble at home is economic as it generates various unneeded thoughts in one's mind, like being able to pay the utility bills and other financial needs that need to be fulfilled, letting them unattended would tend to spill over into the work of the individuals causing threats to one's security and stability and contributing to family to work conflict. Stressors and succeeding mental health issues occur due to negative life events that result in reduction of personal resources of one that increases the chances of vulnerability of family to work stress subsequently resulting in lower work productivity (Turner and Avison 2003). In family to work conflicts where there is strain-based conflict, the symptoms of strain in one role affect the performance in other role, like tension from home or domestic problems often weaken people's ability to perform their job. Same occurs in behavior-based conflicts, as behavioral style in one role is incompatible with another role like the appropriate behavior at home isn't effective at work (Westring and Ryan, 2011).

Comparatively a larger portion of the studies focuses on work-to- family conflict on the work domain, while family-to-work conflict hasn't been studied comparably as deeply compared to family domain variables (Eby, et al., 2005; Zhao, Settles, and Sheng 2011). Hence, through conducting this research study and assessing employee family work conflict, our focus will be to investigate: what are the spillovers of family work conflict, we would be

studying if the employees opt for impression management to overcome the family work conflict.

Research Objectives

The research objectives set for the study are as following.

- To measure the spillovers of work family conflict in banking sector employees.

- To identify if employees opt for impression management to counter their family towork conflicts in day to day life.

Significance of the study

As most of the employees bring their family issues to work that results in family to work conflict is effecting the productivity of the organizations today. This study will help the understand the trends of family work conflict prevailing in banking sector of Quetta. This study will help the HR managers get a better understanding of the problem. We try to see if Impression Management is an effective form of countering family to work conflict for the employees. Our research study possibly will help management to identify Work Family Conflicts of their employees and guide in formulating strategies to address the conflicts of employees in order to best satisfy its employees.

Literature Review

Family Work Conflict

Dealing with the demands of today's challenging life roles has turned into a typical affair for working people in both developing and developed nations (Joplin et al. 2003; Yang et al. 2000). Economic planning and expanded competition because of globalization have added toa more challenging work life, a work life that has expanded business related flexibility and work hours, and less job security (Wharton and Blair-Loy 2006). These changes require individuals to perform several roles effectively that to with sufficient time, energy and commitment, else it results in two types of conflicts, work to family Conflict and family to work conflict. Recently work-family conflict has been one of the much focused topics for research in the contemporary organizational behavior (Carlson et al., 2000). Where Work-to-family conflict is the interference of a work role in the fulfillment of a family role, there family-to-work conflict is the interference of a family role in the fulfillment of a work role (Lau, 2010). Comparatively a larger portion of the studies focuses on work-to-family conflict on the work domain, while the duties of family and family-to-work conflict haven't been studied comparably as deeply, where work variables are more powerfully research compared to family domain variables (Eby, et al., 2005; Zhao, Settles, and Sheng 2011).

Family-to-work conflict happens when the problems from the family and work areas are commonly contrary, and thus, support in the work part is made more troublesome by ethicalness of interest in the family part. Family obligations that are related with marital, parental and home responsibilities like giving time to spouse, kidsand family, domestic

issues and daily routine work are identified in family work conflict (Bellavia and Frone 2005). This research is Causal in nature that aims to study the spillovers of Family to Work Conflict (FWC). Furthermore, prior studies provides causal relationship between different variables (Daniyal and Khan 2020, Khan, Daniyal et al. 2020, Kakar and Khan 2022, Khan, Rubab et al. 2022). Family-work conflict can be characterized as "that sort of inter- role conflict in which a person can't satisfy work related obligations as a result of basic demands, such as time allocated to and tension/strain made by family obligations" (Netemeyer et al., 1996). Voydanoff argues that factors such as deciding for meals, children care arrangements, phone calls from family during office hours may cause family to work conflicts (2004). Lau describes family to work conflict as when family role is interfering the accomplishment of a work (2009). Olorunfemi describes family to work conflict as a sourceof pressure that can cause issues related to health and wellbeing, work performance, productivity and so on (2009).

Determinants of Family-work Conflict

Mirowsky and Ross argue that economic hardships are a predominantly prevailing chronic stressor that has appeared mainly in research, such stressors cause family-work conflicts (2003). A chronic form of trouble at home is economic as it generates various unneeded thoughts in one's mind, like being able to pay the utility bills and other financial needs that need to be fulfilled, letting them unattended would tend to spill over into the work of the individuals causing threats to one's security and stability and contributing to family to work conflict. These economic troubles and the mishaps in one's life tend to influence the exposureof family to work conflict thus creating troublesome thoughts on minds of people that over burden them when they are on their respective jobs (Young and Schieman, 2012). Acquiring the fundamental facilities like food, shelter, transportation and other needs like paying the utility bills and medical are a concern of individuals that result in family to work conflict (Pearlin et al. 1981; Ross and Huber 1985). These financial worries are part of most routine lives around. Young and Schieman argue that economic problems and family work conflict work as substitutes based on their influence on distress thus advocating their findings that family work conflict is less related to those who have high economic troubles as they are more concerned with basic needs such as paying bills and food arrangements and other routine stuff that cause the conflict between work and family (2012). Financial strains are beneficial to analyze family work conflict as they emphasize into one's significant concernsin everyday life and are not external standards (Young and Schieman, 2012).

Recent studies have found that family and work can benefit one another resulting in improved individual well-being along with job and family satisfaction, this positive change is also known as "positive spillover" (Grzywacz 2000; Grzywacz and Bass 2003; Wayne et al. 2004). Fox & Dwyer come to a conclusion in their research that there are three family stressors that directly link with family work conflict, marital tension, no spouse help, and lack of child care (1999).

Consequences of Family-work-conflict

Family work conflict has connections with conflict which brings dysfunctional results to

person's physical and psychosocial health. Evidence shows that family work conflict leads to poor physical health, (Frone, 2000; Carlson et al., 2011), perceived health is at a poor level (Mauno et al., 2011), based on self-evaluation it is found that family work conflict triggers depressive behavior regarding to physical health (Grandey & Cropanzano, 1999; Bellavia & Frone, 2005; Allen et al., 2000). Bellavia and Frone found in their report that family work conflict negatively affects physical and mental health consequently resulting in hypertension, obesity, low physical stamina, skipping meals, high cholesterol (2005).

Impression Management

Impression management is the way a person would present himself and his activities to othersto guide and control the impression they form of him. (Goffman, 1956). Impression management can also be defined as a behavior by which people intend to make and sustain desirable impressions (Schlender, 1980). According to Hooghiemstra impression management is the behavior or strategies that are taken up by one to be perceived favorablyby others (2000). People freely claim to like the presents they get, find someone else's new dresses or haircut appealing, or make apologies for why they can't get together for some social event. This sort of self- presentational behavior is by all means basically determined by an urge to keep away from social conflict and decrease strain (DePaulo, Kashy, Kirkendol, Wyer, & Epstein, 1996). Impression management can also be defined as a conscious or unconscious process in which individuals attempt to influence others understanding about a person object or event, they perform such actions with information control and adjustment in social interaction (Piwinger nd aEbert, 2010.

Why people do impression management?

- **Social & Financial Obligations**

Social and financial obligations and goals are that make people and corporations engage in impression management so that they can increase the chances of meeting their objectives, support from others, discouraging the competitors and minimize the chances of negative actions (ConnollyAhern and Broadway, 2007). People mostly tend to opt for impression management when the desired external rewards are awarded on the judgments of others (Buss& Briggs, 1984; Leary & Kowalski, 1990; Schlenker, 1980). Liu and et al. found that in situations where the supervisor has the control over rewards and incentives and has the capacity to harm or cause loss, individuals tend to engage in impression management, the motive being avoiding of loss or harm to their interests (2013).

- **Promotion**

Promotion-focused employees are highly anxious about the change and development in their careers, while they have a deep concern about the perks and benefits that are expected from engaging in impression management so that they are awarded the promotions and benefits (Kark and Dijk 2007). Johnson et al. argue that ones who are looking for promotions in organization have an emphasis on a rapid pace and accomplished compared to rules andduties (2010).

- **Image Building**

Everyone wants to have a public image that is honored andupheld in the public, and is obliged to honor others public image as well. For honoring someone, people may refrain themselves from openly expressing about things that they don't like or abhor, this is aimed to reduce tension and to conflict which may otherwise flourish (DePaulo, Kashy, Kirkendol, Wyer, & Epstein, 1996). While at some event or a social gathering where we are the focus of people's attention the intent to engage in self- presentation tends to increase. Scheier & Carver found that the presence of things likecameras and tape recorders make us aware of our public appearance making us cautiousabout we are seen by others (1982). Getting a cold shoulder from someone or going unnoticed completely results in an increase in impression management (Buss, 1980). Managers who are better able to explain their actions and manage impressions may, as be more effective in hiding failure and marking results as "successful. (Pfeffer, 1981).

- **To promote a Business Idea**

Recent studies show that entrepreneurs tend to decide for impression management as a tactic to present their businesses in a more attractive look (Benson, Brau, Cicon & Ferris, 2015). Written skills, social and verbal communication skills are utilized by entrepreneurs to persuade the people about their business idea's feasibility when there is lack of a perfect goal with respect to the businesses they intend to pursue. (Clarke, 2011; Parhankangas and Ehrlich, 2014; Werven, Bouwmeester, and Cornelissen, 2015).

- **Decision Making**

Trapped decision makers opt for impression management to give justifications for the wrong decisions as to illustrate themselves as rational and can advocate for further resource allocation (Bradley, 1978; Miller & Ross, 1975). Guan, Yang, Zhou, Tian and Eves firmly recommend that keeping in mind the potential of playing a strategic role in the organization, HR mangers merely can't rely on the knowledge and skills learnt relating to HR yet likewise they require to build managerial abilities to deal with the difficulties of strategy development and implementation (2016).

- **Job Seeking**

Judge & Bretz found that for a greater career success people tend to opt for impression management as to seem more effective (1994) whereas studies also suggest that people often seem to use impression management to get jobs (Ellis, West, Ryan, & DeShon, 2002).

- **Supervisory Evaluations**

Impression management is widely used in organizations where performance is evaluated and sanctioned to give justifications for failure, low productivity or performance (Ouchi & Maguire, 1975).

- **Relationship Building**

Impression Management is also undertaken within an established relationship, this may contain multiple lies as well to manage and reinforce the relationship duration over the periodof time (J. R. Carlson, Carlson and Ferguson 2010). In case of self-to-leader comparisons, it assists the employees to develop an intrinsic leadership motivation that would help themboast their performance at work (Guillén, Mayo & Korotov, 2015).

- **Resource Allocation**

The competition between managers for the resources in the organization to facilitate the jobs under their supervision, politically inclined people tend to be drawn towards negative impression management regarding the job of others who strive for the same resources in the same organization, thus this may result in the division manager managing impressions to portray that the jobs that come under his supervision are more important to the top level management and the organizational strategic plan compared to the tasks of the other divisions(Westphal, 2010).

Model and Specification Method

According to the conceptual framework discussed in the book of Saunders, Lewis, Thornhill (2013), conceptual framework may consist of 4 variables; Independent variable, Dependent variable, moderator and mediator variables. Our research has the following variables.
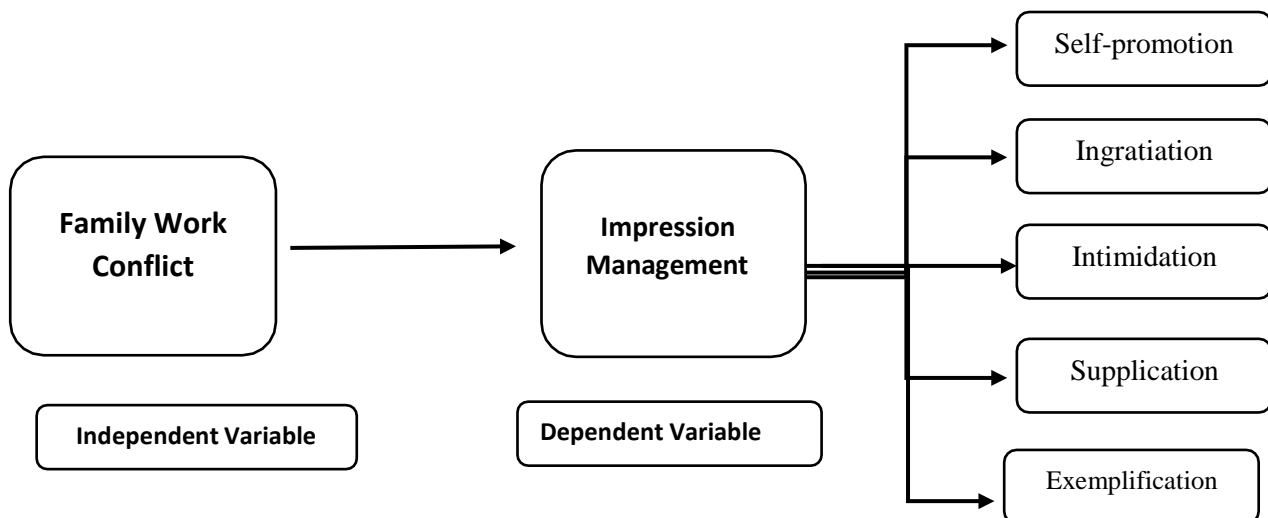

Figure 1: Framework

independent variable is described as the one which causes changes in a dependent variable. (Saunders, Lewis, Thornhill, P.367) while dependent variable is described by Umasekeram (2003) as the primary interest to the researcher. Impression Management is the dependent variable; whereas Family Work Conflict is the independent variable in our study.

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Data and Methodology

This research is Causal in nature that aims to study the spillovers of Family to Work Conflict(FWC), Consequently we study if people opt for Impression Management to deal theirFamily Work Conflict. The research is quantitative in its nature.

To begin with data collection, we designed a questionnaire to collect primary data. The 3 item scale survey instrument for Family to Work conflict was adopted from (Matthews, Kath and Branes, 2010) and 25 item scales for Impression Management questionnaires was adopted from (Bolino and Turnley, 2008) to explore, define and determine the relationship between Family to Work Conflict and Impression Management. Using non probability Convenience sampling method, we collected data from 232 employees of 34 branches of 14 banks across Quetta. Additionally, previous studies provides causative relationship between diverse variables (Gul, Xiaolin et al. , Karim, Gul et al. 2020, Gul, Snober et al. 2021, SYED, GUL et al. 2021). The banks include: National Bank of Pakistan, United Bank Limited, Allied Bank Limited, Summit Bank, Dubai Islamic Bank, MCB limited, Silk Bank, Bank of Punjab, Bank of Khyber, Faysal Bank, Mezan Bank, JS Bank, Burj Bank Limited, BankIslami Pakistan. The Questionnaires were administered to the employees and a time spam of a week was given to the respondents to record their responses before collection of questionnaires. To ensure unbiased responses from respondents, was promised to the respondents and was implemented.

Description of analysis technique:

SPSS statistical Software was used to conduct the analysis test for the study. Reliability of variables was checked using Cronbach's Alpha test. KMO (Kaiser-Meyer-Olkin) and Bartlett's Test was run to check the validity. Correlation test was applied in order to see how strongly variables are associated with each other.

Data Analysis

Reliability Tests

Table 1
Reliability Statistics for Impression
Management

Reliability Statistics

Cronbach's Alpha	N of Items
0.828	25

The reliability test of Cronbach's Alpha reported a value of .828 for the variable ofImpression Management, this is an indication of the instrument being reliable.

Table 2
Reliability statics for Family to work Conflict

Reliability Statistics

Cronbach's Alpha	N of Items
.608	3

The reported value of Cronbach's Alpha for the variable Family to Work Conflict is .608,which indicates that the instrument has low internal consistency.

Table 3

Validity test Impression Management

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of SamplingAdequacy.		.760
Bartlett's Test of Sphericity	Approx. Chi-Square	1272.203
	Df	300
	Sig.	.000

Table 4
Commonalities

Communalities

	Initial	Extraction
SP1	1.000	.579
SP2	1.000	.545
SP3	1.000	.668
SP4	1.000	.598
SP5	1.000	.605
ING1	1.000	.552
ING2	1.000	.586
ING3	1.000	.566
ING4	1.000	.638
ING5	1.000	.426
EX1	1.000	.452
EX2	1.000	.498
EX3	1.000	.709
EX4	1.000	.673
EX5	1.000	.554
INT1	1.000	.751
INT2	1.000	.602

INT3	1.000	.608
INT4	1.000	.480
INT5	1.000	.557
SUP1	1.000	.573
SUP2	1.000	.668
SUP3	1.000	.573
SUP4	1.000	.489
SUP5	1.000	.628

Extraction Method:
PrincipalComponent
Analysis.

Table 5

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.055	20.218	20.218	5.055	20.218	20.218
2	3.122	12.487	32.705	3.122	12.487	32.705
3	1.529	6.114	38.819	1.529	6.114	38.819
4	1.388	5.553	44.372	1.388	5.553	44.372
5	1.311	5.242	49.614	1.311	5.242	49.614
6	1.138	4.554	54.168	1.138	4.554	54.168
7	1.038	4.153	58.321	1.038	4.153	58.321
8	.997	3.989	62.310			
9	.940	3.761	66.071			
10	.863	3.450	69.521			
11	.797	3.188	72.710			
12	.748	2.994	75.703			
13	.691	2.765	78.469			
14	.634	2.535	81.004			
15	.617	2.467	83.471			
16	.604	2.416	85.886			
17	.549	2.197	88.084			
18	.489	1.955	90.039			
19	.477	1.907	91.946			
20	.415	1.661	93.607			
21	.407	1.627	95.235			
22	.351	1.403	96.637			
23	.311	1.242	97.880			
24	.301	1.205	99.085			
25	.229	.915	100.000			

Extraction Method: Principal Component Analysis.

The reported value of KMO for variable Impression Management is .760, which indicates that theinstrument used is valid.
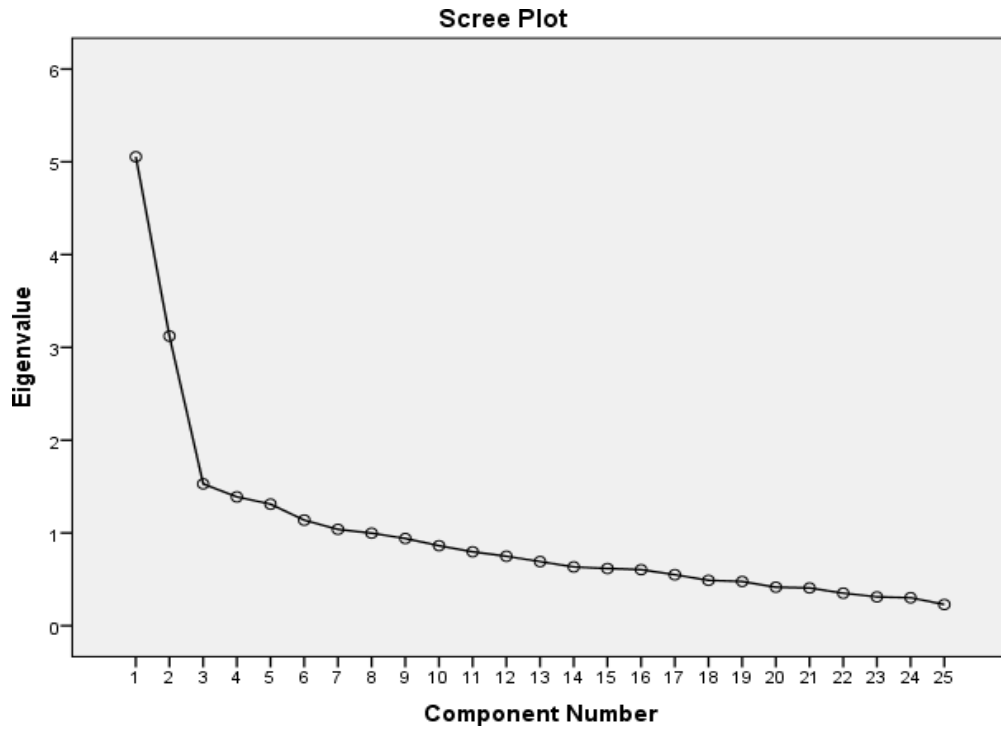

Figure 2

Table 6
KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.639
Bartlett's Test of Sphericity	Approx. Chi-Square	70.759
	Df	3
	Sig.	.000

Table 7
Communalities of Family to work Conflict

Communalities

	Initial	Extraction
FTW1	1.000	.571
FTW2	1.000	.589
FTW3	1.000	.522

Extraction Method: Principal Component Analysis.

Table 8

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.682	56.069	56.069	1.682	56.069	56.069
2	.695	23.153	79.222			
3	.623	20.778	100.000			

Extraction Method: Principal Component Analysis.

The reported value of KMO for variable Family to Work Conflict is .639, which indicates that theinstrument used is valid.

Figure 3

Correlations

Table 9

Correlation results

		FTW_Conflict	Self-promotion	Ingratiation	Exemplification	Supplication	Intimidation
FTW_Conflict	Pearson Correlation	1	.155*	.329**	.349**	.339**	.261**
	Sig. (2-tailed)		.022	.000	.000	.000	.000
	N	226	218	217	218	205	213
Self-promotion	Pearson Correlation	.155*	1	.398**	.280**	.125	-.041
	Sig. (2-tailed)	.022		.000	.000	.078	.557
	N	218	223	213	212	201	210
Ingratiation	Pearson Correlation	.329**	.398**	1	.423**	.317*	.244**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	217	213	219	211	201	209
Exemplification	Pearson Correlation	.349**	.280**	.423**	1	.499**	.368**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	218	212	211	221	202	210
Supplication	Pearson Correlation	.339**	.125	.317**	.499**	1	.552**
	Sig. (2-tailed)	.000	.078	.000	.000		.000
	N	205	201	201	202	209	199
Intimidation	Pearson Correlation	.261**	-.041	.244**	.368**	.552**	1
	Sig. (2-tailed)	.000	.557	.000	.000	.000	
	N	213	210	209	210	199	216

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

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

Family to Work Conflict was found positively related with; self-promotion (r =.155, P<0.05), Ingratiation (r =.329, P< 0.01), Exemplification (r =.349, P<0.01), Supplication (r =.339, P<0.01), Intimidation (r =.261, P<0.05).

Regression Analyses

Table 10

Regression Analyses table

Model NO	R^2	B	T	Sig.	F	Sig.	DW
1.	.109	.329	5.116	.000	26.174	.000	1.506
2.	.122	.349	5.479	.000	30.014	.000	1.840
3.	.024	.115	2.305	.022	5.315	.022	1.759
4.	.115	.339	5.141	.000	26.430	.000	1.546
5.	.068	.261	3.932	.000	15.463	.000	1.373

In model 1, Family Work Conflict was regarded as independent variable and ingratiation as dependent variable. The results show that Family to Work Conflict can significantly predict ingratiation (β=.329, t= 5.116, $p < 0.05$). Results also indicate that Family to Work Conflict can also explain significant variations in ingratiation ($R^2 = .109$, F= 26.174, $p < 0.001$).

In model 2, Family Work Conflict was regarded as independent variable and exemplification as dependent variable. The results show that Family to Work Conflict can significantly predict exemplification (β=.349, t= 5.479, $p < 0.05$). Results also indicate that Family to Work Conflict can also explain significant variations in exemplification ($R^2 = .122$, F= 30.014, $p < 0.001$).

In model 3, Family Work Conflict was regarded as independent variable and Self-promotion as dependent variable. The results show that Family to Work Conflict can significantly predict Self-promotion (β=.115, t= 2.305, $p < 0.05$). Results also indicate that Family toWork Conflict can also explain significant variations in Self-promotion ($R^2 = .024$, F= 5.315, $p < 0.001$).

In model 4, Family Work Conflict was regarded as independent variable and Supplication as dependent variable. The results show that Family to Work Conflict can significantly predict Supplication (β=.339, t= 5.141, $p < 0.05$). Results also indicate that Family to Work Conflict can also explain significant variations in Supplication ($R^2 = .115$, F= 26.430, $p < 0.001$).

In model 5, Family Work Conflict was regarded as independent variable and intimidation as dependent variable. The results show that Family to Work Conflict can significantly predict intimidation (β=.261, t= 3.932, $p < 0.05$). Results also indicate that Family to Work Conflict can also explain significant variations in intimidation ($R^2 = .068$, F= 15.463, $p < 0.001$).

Conclusion and Recommendations

This study was conducted to study the spillovers of Family to Work Conflict of the employees of banking sector of Quetta, where we studied if people opt for Impression Management to counter it. A sample of 232 was selected from 34 branches of different

banks of Quetta. A single hypothesis was built which had 5 sub-hypotheses. Regression and correlation tests were conducted to find if there was any existence of a relationship. To verify if any measurement error was affecting the variable, reliability and validity testswere conducted.

The correlations tests reviled a positive relation of Family to Work Conflict towards impression management in the employees of banks. The more a person suffers from Family to Work conflict, the more Impression Management tactics are used. The research hypothesis was that "Family to Work Conflict Triggers Impression Management", the tests showed a positive relation between Family to Work Conflict and Impression Management.

Our first sub-hypothesis was that Family to Work Conflict has positive relation with self-promotion. The results of the tests had a positive relation between the variables.

Our second sub-hypothesis was Family to Work Conflict has positive relation with ingratiation. The results showed a positive relation among these as well.

Family to Work Conflict showed a positive relation with intimidation, which shows a positive result to our 3rd sub-hypothesis which stated that Family to Work Conflict has positive relation with ingratiation.

Supplication and exemplification are other variables which Family to Work Conflict has positive relation with. These positive relations support our 4th and 5th hypotheses respectively that state, "Family to Work Conflict has positive relation with Supplication" and "Family to Work Conflict has positive relation with exemplification".

Thus, on the bases of study results, we conclude that Family to Work Conflict can significantly trigger the use of impression management.

Recommendations

Our study is cross sectional in nature, in future studies longitudinal approach can be adopted for the collection of more timely measurements of impact of variables on each other.No mediating or moderating relationship was used in our research, future researchers can use mediating and moderating variables and other factors in their studies. The same study can be conducted at a larger level by studying the behaviors across the country. This research can also be applied on a different sector to understand theirbehavior towards Family to Work Conflict.

Our study has limitations in its own nature, as data was collected from banks operating in Quetta, it may not be generalizable to other geographic areas of the province and country. The findings may not be generalizable for the other sectors either. As we had to contend with self-reported data, there could be respondent's biasedness in responding to the questions. Social desirability biases during the responses could be have impacted the responses of the employees as well. No access to major banks like State Bank and few branches of National bank is also a limitation of our study. Our particular study is cross sectional in its nature to highlight the relationship between Work to Family Conflict and Impression Management, longitudinal studies can be conducted in the future.

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