

WORK-FAMILY ENRICHMENT AND SUBJECTIVE CAREER SUCCESS: A COMPARATIVE STUDY OF MEN AND WOMEN

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ABSTRACT

A sufficient number of studies place a greater emphasis on the Subject Career Success (SCS). The present research focuses on SCS concerning work-family (W/F) enrichment for both men and women. The relationship between work-family enrichment and employees' perceptions of their career success is examined in this study, and working on top/middle/lower management levels of the banking sector in Pakistan using a sample of 300 respondents. The target group for this study includes knowledge workers, both men and women (150 each), and those who hold various managerial positions (top, middle, and lower) at different places in the Pakistani banks of Lahore. A gender-based comparison was made. The enrichment in both directions—from work to family and from family to work was evaluated. The data obtained through the questionnaire was analysed by applying regression and correlational techniques. The results show that both dimensions of work-family enrichment increase significantly. Moreover, the subjective career success of the individuals and we also find that this relationship is more positively significant in the case of women. The results of this study suggest that organisations and human resource practitioners must be facilitated with supportive culture at the workplace to enhance work-family enrichment, which will resultantly increase the overall productivity of the employees and reinforce their career and family satisfaction. Employers should develop and implement family-friendly policies in their organisations to ensure work-life balance for men and women. This study can be further investigated by including any mediating or moderating variable and other demographic variables like spousal support and number of children/ siblings/ dependents. Antecedents of WFE can also be taken into account for further study.

Keywords: subjective career success, work-home perspective, work-family enrichment, the work-family interface, comparative study.

INTRODUCTION

The Career aspect has dramatically changed during the past few years due to a rapidly changing and uncertain environment. Feldman (1989) reported that individuals and organisations have a great interest and curiosity in understanding the factors that predict career success. Now, organisations try to encourage and facilitate their employees in managing their careers. However, career development is part of Human Resource Development (HRD), and HR Professionals play an essential role in employees' development activities. According to Gilley et al. (2002), HRD is a by-product of Human Resource Management (HRM). It has merely concerned with the training and development of people to reinforce individual, group, and overall organisational performance. Therefore, it is pre-eminent for

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HRD researchers and practitioners to have an in-depth understanding and relevant and up-to-date knowledge about the evolving nature of careers. This research narrates the current role and future trends of HRD in Pakistan.

Career development is equally essential for employees and organisations. However, the participation of women in the workforce at the workplace is increasing all around the world (Aycan & Eskin, 2005). Due to the rising socio-economic changes worldwide, the trend of both working partners has rapidly increased in Pakistan too. The traditional role of a woman in Pakistani society, which was used to stay at home and care for the family, has changed, especially in the country's developed urban areas, where both husband and wife now work to support their families (Rehman & Roomi, 2012). Thus, the issue of how career tracks may differ by gender; has been recommended for future exploration by various researchers (Enache et al., 2011).

However, it is worth mentioning that careers have been greatly affected by the work and family roles (a work-home perspective) for both men and women differently (Greenhaus & Kossek, 2014). Thus, dealing with work and family life side by side turns notably difficult for career-oriented women in a patricentric society like Pakistan; here, women are required to share the massive liability of family care. Notably, scholars have given the work-home perspective much attention over the last twenty-five years (Greenhaus & Parasuraman, 1999; Schenewark & Dixon, 2012; Rothbard, 2001; Voydanoff, 2002). Previously it was presumed as a work-home conflict, while a newly emerging perspective is positive work-family enrichment. It refers to a mechanism which states that participation in Role-A, i.e. work role enables one to generate fruitful outcomes and good exposure in Role B, i.e. family role (Greenhaus & Powell, 2006). Few researchers emphasised that organisations should encourage work-family enrichment to get fruitful results for the organisations (Carlson et al., 2009). Several studies explored the antecedents of work-family enrichment, but such studies do not provide a complete insight into its outcomes and its relationship with the career success of both men and women (Greenhaus & Powell, 2006; De-Hauw & Greenhaus, 2014).

According to Moen and Roehling (2005), a Career is "an accumulation of one's work experiences evolve over time". It is described as "the series of work experiences that evolve over the course of time" (Greenhaus & Kossek, 2014). At the same time, Career success is a reaction to a person's career acquaintance. Career success is assorted into two categories, i.e. Subjective Career Success (SCS), the intrinsic outcomes and Objective Career Success (OCS), the extrinsic rewards. Several studies have discussed how OCS and SCS interrelate over time. In earlier Hall (1976) discussions, SCS and OCS have been differentiated as self-defined and externally defined success. Moreover, SCS, as opposed to OCS, interrogates success and growth to date, meaningfulness, future expectations, and so on (Hofmans et al., 2008). Thus, we can say that the career success of individuals is not only based on the monetary and fringe benefits but on the level of satisfaction they have about their jobs or work experiences over their life course.

It has been observed that the objective outcomes of a career have been given much attention in past while the subjective aspect, i.e. career satisfaction, was given less attention. Researchers have realised the worth of subjective career success (Heslin, 2005; Greenhaus & Kossek, 2014). It has also been discussed in a comparative study of German and Indian managers that career satisfaction lead towards career advancement (Shah, 2014).

Previous research has observed that the work-family interface has been considerably focused in the English-speaking world (Shah, 2014). The literature on the work-family interface has shown that researchers have given much attention to work-home conflict and the negative aspect of the work-home interface. In contrast, the beneficial linkages (a positive aspect) between work and family roles were greatly ignored, especially in Asian countries like Pakistan. The massive interest of research scholars towards the negative side of the W/F interface has left a wide gap in our understanding of this phenomenon (Rothbard, 2001; Voydanoff, 2002; Parasuraman & Greenhaus, 2002; De-Klerk et al., 2012). Therefore, more consideration towards the positive aspect of the W/F interface has been called by researchers (Frone, 2003; Voydanoff, 2004; Eby et al., 2005; De-Klerk et al., 2012). Also, more profound quantitative research and the assessment of gender differences have been recommended by previous researchers, as gender differences in this arena were not deeply assessed in the past (Bhargava & Baral, 2009; Shah, 2014).

Thus, this study aims to analyse the relationship of W/F enrichment concerning subjective career success for both men and women. It will also investigate whether work-to-family (WFE) or family-to-work (FWE) relates to SCS. It will also compare the WFE and FWE in men and women.

Several recent studies have been carried out to investigate a perfect correlation between work and family life. The research scholars are now aiming more towards exploring the strengths and benefits of the interaction of family and work rather than its weaknesses (Patterson, 2002). The increased emphasis on choosing enrichment, a positive approach over conflict (a negative approach), will enhance the understanding of the W/L interface and will play a complementary role in the research focusing on the conflict approach (Frone, 2003). It has been reported that W/F enrichment is considered the only concept in the literature linked with the favourable side of the work-family interface till-to-date, which has a properly developed, conceptualised, theoretical model and valid and reliable measuring instrument (De-Klerk et al., 2012).

Thus, W/F enrichment is described as "the degree to which participation in one role enhances the quality of life in the other role" (Greenhaus & Powell, 2006). W/F enrichment is also bidirectional like W/F conflict, i.e. WFE occurs when benefits earned from work can be applied to the family. FWE occurs when benefits incurred from family can improve work (McNall et al., 2010). Researchers have categorised the outcomes of WFE and FWE into three categories: relevant to work, non-work related and health-related. According to Wayne et al. (2004), WFE is reasonably linked with the term Job satisfaction, but it's not that associated with family satisfaction. However, enrichment is associated with various essential work-related outcomes, comprising Job satisfaction (e.g. the amount of comfort obtained from the particular job) and propelling commitment (e.g. the extent of heart-rending attachment to the firm or employer).

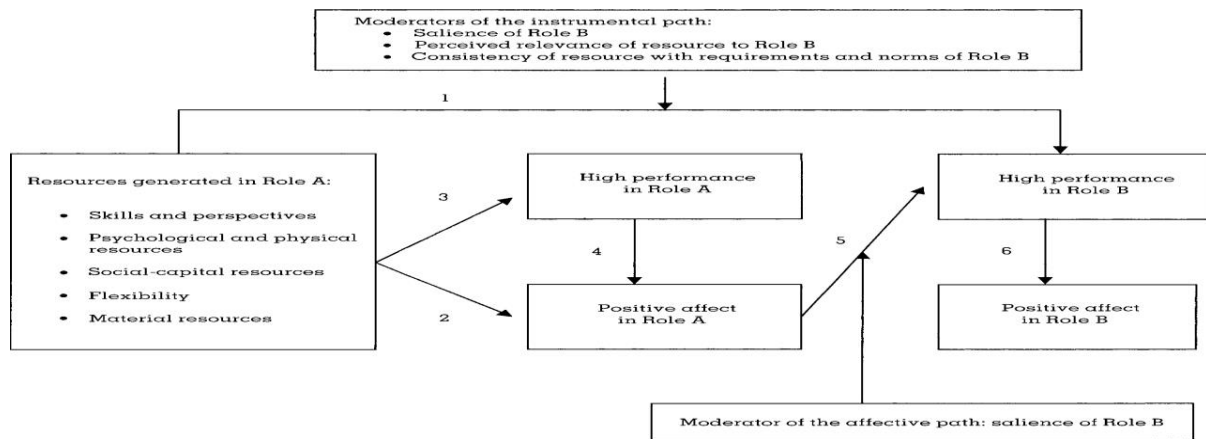
Few approaches encourage participation in multiple roles, often pointed out as role accumulation, which can result in positive outcomes for individuals (Voydanoff, 2001). According to Sieber (1974), involvement in multiple roles supersedes the potential for stress, resulting in positive outcomes, inspiring net gratification and better performance in various roles mentioned by Barnett and Baruch (1985). The role accumulation approach of Sieber (1974), and the role expansion approach of Marks (1977), also referred to as the role enhancement approach, are of enrichment perspective.

The Social exchange theory is characterised by a central assumption: that the interchange of social and material resources is an intrinsic form of human interaction (Blau, 1964). This theory may help us understand why the enrichment process is associated with working and non-working outcomes. Greenhaus and Powell (2006) developed a framework for W/F enrichment that explains two mechanisms: the instrumental path and the affective path by which resource transfer occurs from Role-A towards Role-B. According to the given framework of Greenhaus and Powell, five types of resources perhaps obtained from different tasks experiences, which involve psychological and physical resources, skills and objectivity, leverage of social capital, flexible work arrangements, and tangible resources. These earned resources help to perform better in Role-B either directly (the instrumental path) or indirectly (i.e. the affective path).

The scale of Work-Family Enrichment offers several advantages related to current measures that determine the brighter side of the W/F interface. Among the existing scales of the positive aspect of the W/F interface, few measures only capture one direction (Stephens et al., 1997), whereas the scale of W/F enrichment captures the two directions simultaneously (i.e. "WFE" and the other is "from FWE"). Furthermore, that scale was systematically established to incorporate various dimensions of possible enrichment (De-Klerk et al., 2012). Thus, the W/F enrichment scale fully grabs the intricacy of the construct of W/F enrichment, entailing resources acquired in domain A, their transmission to domain B, and their outstanding utilisation within the receiving domain, illustrated by upgraded performance.

Moreover, the research scholars pointed out the association of W/F enrichment with job satisfaction (Ayree et al., 2005). But a detailed relationship analysis is still needed, especially from the gender perspective. Additionally, various research scholars have emphasised the need to review the career success literature quantitatively (Feldman et al., 2005).

Figure 1 Work-Family Enrichment Model



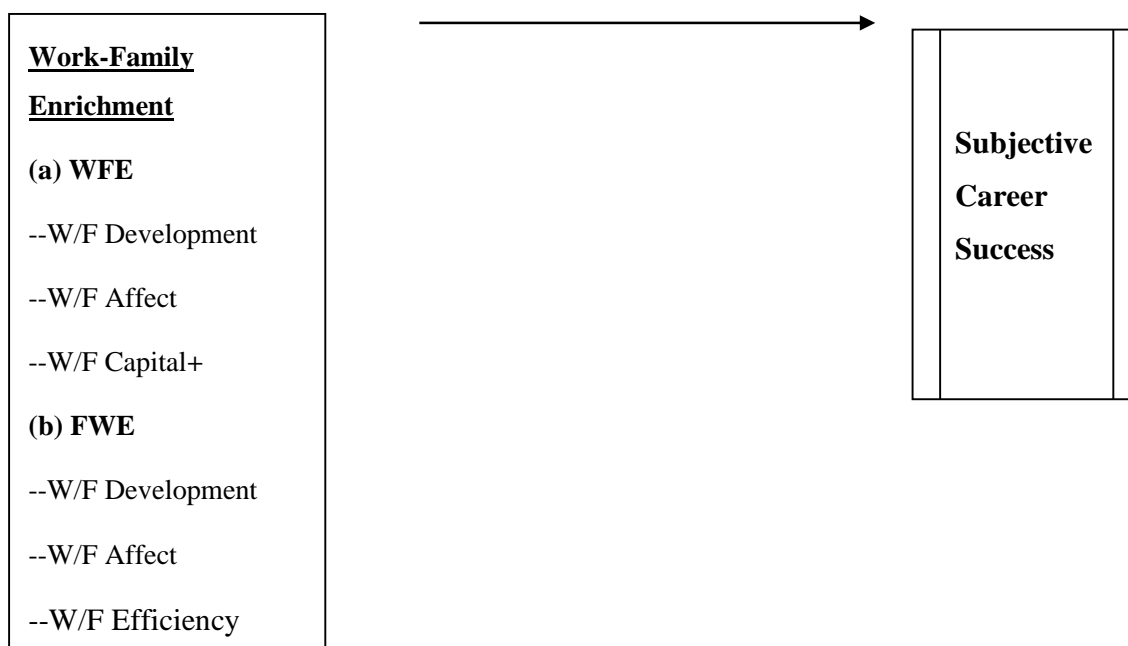
By reviewing the research literature, it has been observed that the research conducted in this arena; is mainly based on a qualitative approach. Keeping in view, the above said research findings and considering that gender differences have significantly been highlighted by scholars in this arena (Shah, 2014), the current study aimed at investigating the theory of work-family enrichment concerning the career success of men and women. Based on the literature above findings, we test the following hypotheses:

1. Work-family enrichment and subjective career success are correlated.
2. Work-family enrichment and subjective career success are correlated with respect to gender.
3. FWE is more associated with subjective career success than WFE.
4. WFE is higher in men as compared to women.
5. FWE is higher in women as compared to men.

In the current study, SCS is measured by using a career satisfaction scale. That is a one-dimensional scale comprising five items, where all the items are related to one underlying factor, i.e. SCS. This scale was developed by Greenhaus, Parasuraman, and Wormley (1990) and has been used in more than 240 studies to measure career satisfaction. It has been reported as one of the best measures available in the literature (Hofmans et al., 2008). Additionally, the tenure of working experience is also an essential factor to be considered while measuring the career success of individuals (Ali et al., 2012). Therefore, in the current study, a comparison has been made to identify the differences between work-family balance achieved by men and women and how it affects the level of satisfaction of these individuals about their careers.

Based on the above-said research findings, the theoretical framework hypothesised for the present study is as follows:

Figure 2 Research Model Proposed for the Study



METHODOLOGY

A descriptive research methodology was used for this study. The survey was conducted using a research questionnaire based on 23 items to measure the responses related to independent and dependent variables. The study's independent variable was work-family enrichment, which has two dimensions: WFE and FWE. The dependent variable was subjective career success. In this study, the survey has been conducted on the employees, including both men and women working in the banking sector of Pakistan. The target population for this study is knowledge workers, including both men and women, working in a different managerial position (top/middle/ lower) in the various banks of Lahore, Pakistan.

The sample size for the current study was 300, comprising N= 150 for men and N=150 for women. Demographic details such as age, gender, and marital status have also been included in the questionnaire for the survey. The total population, including men and women, has been divided into equal proportions as a comparative study. Then, the convenience sampling technique was used to select the required number of subjects from each stratum (Pac, 2005).

Instruments

This study used a well-designed structured questionnaire to collect the data from a primary source. This research instrument has been developed by using the following validated scales:

- To measure the independent variable, i.e. the level of W/F enrichment in men as well as women, an 18-items scale developed by Carlson has been used (Carlson et al., 2006).
- To measure the dependent variable, i.e. the level of subjective career success of the employees in this study, a five items questionnaire developed by Greenhaus has been used (Greenhaus et al., 1990).

It is a validated research instrument comprised of 23 items. This questionnaire has been given a five-point scale known as the Likert scale.

Table No. 1 Breakup of Research Questionnaire Section wise

Section	Titles of Sections	Factors	No. of Questions
1.	Demographic details	--	--
2.	Work-Family Enrichment (Independent Variable)	The level of work-to-family and family-to-work enrichment by the individual involved in their work and family life (Two dimensions of the construct)	--
2 (a)	WFE (one dimension)	i. Work to family development ii. Work to family effect iii. Work to family capital	3+3+3 = 9
2 (b)	FWE (second dimension)	i. Family-to-work development ii. Family work affect iii. Family to work efficiency	3+3+3 = 9
3.	Subjective Career Success (Dependent Variable)	How much an individual feel satisfied about the career success they made over the course of time	5
Total			23

Data Collection

A total of 360 questionnaires were distributed in different branches of the banks above Lahore. Seventy-eight percent of the total questionnaires were returned, resulting in 283 questionnaires, including 54% from men and 46% from women. The data analysis was conducted only on the respondents' completed survey questionnaires (n=250).

Data Analysis

Firstly, a pilot study was conducted to test the reliability of the research instrument. The questionnaire was initially distributed among 50 employees to check its reliability. The overall reliability of the instrument was 0.866, which is considered good. The reliability of the questionnaire was tested by using Cronbach's Alpha. All the data was initially analysed to check the correlation between independent and dependent variables. For this purpose, Pearson's Correlation was applied. Moreover, the independent sample *t*-test was used to check the difference between independent variables concerning gender. However, One-way ANOVA was used to check the difference among independent variables concerning other demographic variables. Descriptive statistics were also calculated for respective variables to check the distribution of data and to explore the level of WFE and FWE for the demographic variables.

The Cronbach's alpha calculated for the overall questionnaire was 0.94. All the assumptions of regression were applied to the data. After applying all the regression assumptions, it was observed that data was normally distributed. After fulfilling all the regression analysis assumptions, multiple linear regression was applied to the research data.

Table No. 2 Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.375	.364	.64309

a. Predictors: (Constant), FWE, WFE

b. Dependent Variable: SCS

The value of the R square indicates how much of the total variation in the dependent variable is explained by the independent variables. Here the value of R square is 0.375, which shows that

independent variables can explain 37.5 percent variation in the dependent variable. The value of R is 0.612, which indicates the significant correlation between dependent and independent variables.

Descriptive Statistics were also applied to the data to check the distributions of respondents to their demographic attributes.

Work-family enrichment and subjective career success

Table No. 3 Correlation of Dependent and Independent Variable

			Work-family enrichment	SCS
Pearson's correlation	Work-family enrichment	Correlation Coefficient	1.000	.742**
		Sig. (2-tailed)	.	.000
		N	250	250
	SCS	Correlation Coefficient	.742**	1.000
		Sig. (2-tailed)	.000	.
		N	250	250

The analysis illustrates that the P value of Pearson correlation is 0.000, indicating a significant correlation between dependent and independent variables. The value of r 0.742 depicts that the correlation is significantly positive between W/F enrichment and SCS. Applying Pearson's correlation separately on both pairs of attributes, it is concluded that W/F Enrichment and SCS are more strongly correlated in females than in males. The value of this correlation (r) in males is 0.724, while in females, it is 0.812.

Relation between Family-to-work enrichment and subjective career success as compared to work-to-family enrichment. The analysis shows that females' WFE and SCS are more strongly correlated than males. The value of this correlation (r) in males is 0.602, while in females, it is 0.747. The correlation (r) value in males is 0.855, while in females, it is 0.874. Similarly, applying Pearson's correlation separately to both genders, it is concluded that FWE and SCS are more strongly correlated in females than in males.

To check the credibility of the hypothesis, Pearson correlation is applied to Family-to-work enrichment and subjective career success and work-to-family enrichment and subjective career success separately, and the strength of association is compared in both pairs of attributes.

Table No. 4 Correlation between WF, FWE and SCS

			WFE	FWE	SCS
Pearson's correlation	WFE	Correlation Coefficient	1.000	.678**	.656**
		Sig. (2-tailed)	.	.000	.000
		N	250	250	250
	FWE	Correlation Coefficient	.678**	1.000	.865**
		Sig. (2-tailed)	.000	.	.000
		N	250	250	250

The analysis illustrates that the P value of Pearson correlation between WFE and SCS is 0.000. Similarly, FWE and SCS are also 0.000, indicating a significant correlation. The value of r for WFE and SCS is 0.656, which is less than the value of r for FWE and SCS. The analysis depicts that a significant positive correlation between both variables exists. However, FWE and SCS are more significantly correlated than WFE and SCS.

Comparison of WFE is higher in men and women

To test hypothesis 3, first, we need to analyse statistically whether there is any difference in WFE for the gender. The WFE independent sample t-test is applied to the data to check the difference between

males and females.

Table No. 5 T-Test for Hypothesis 3

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper	
WFE	Equal variances assumed	.653	.420	-.843	248	.400	-.07010	.08317	-.23390	.09370
	Equal variances not assumed			-.845	247.48	.399	-.07010	.08298	-.23354	.09334

The analysis depicts that the p-value is 0.400, which is greater than 0.05; therefore, it is concluded that there is no significant difference among both genders for the WFE. The mean value of WFE in males is 3.67 and in females is 3.74, creating no significant difference.

Table No. 6 T-Test for Hypothesis 4

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper		
FWE	Equal variances assumed	2.714	.101	-.186	248	.853	-.01200	.06457	-.13917	.11517
	Equal variances not assumed			-.186	240.901	.853	-.01200	.06457	-.13918	.11518

The analysis depicts that the p-value is 0.853, which is greater than 0.05; therefore, it is concluded that there is no significant difference among both genders concerning the FWE. The descriptive analysis further tells us that the value of FWE in males is 3.7 and in females is also 3.7, creating no significant difference.

To check whether there is any difference in the level of WFE concerning marital status among both genders, one-way ANOVA has been applied separately to both genders. Analysis shows that there is no significant difference in the level of WFE concerning marital status among males, but on the other side, in females, marital status affects the WFE. The minimum level of WFE is identified in the group of widower females.

In males, the highest level of FWE is observed in the group belonging to top management. Similarly, in females, the top management group also observed the highest level of FWE. Therefore, it is justified to state that job positions significantly influence the level of FWE in both males and females.

DISCUSSION

From the statistical analysis of the collected data, it is determined that work-family enrichment is positively correlated with subjective career success and comparatively more strongly correlated with

women.

In the present study, the survey was conducted on a sample of 250 people from different banks in Lahore. The data was collected from male and female employees in different managerial positions. The sample was equally divided for men (125) and women (125). Then, statistical techniques were applied to the data to check the regression assumptions. After analysing the regression assumptions, it was observed that the data showed a normality trend. It was usually distributed and fulfilled the other regression assumptions as well. Then, the data was statistically tested to check the research hypothesis of the present study.

After the descriptive analysis, inferential analysis was conducted to check whether the hypothesis made by the researcher was accepted or rejected. To check that WFE is correlated with SCS, Pearson correlation was applied. Among the total population of males, 18 percent were under the age of 30 years; 47 percent were of the age group above 30 to 40 years; 35 percent were of the group of 41 and above up to 50 years. Thus, we can see that the maximum number of males were of middle age. While among 125 females, 8% were under the age of 30; 54% were of the age group above 30 to 40 years; 38% were of the group 41 and above (41-50). Here, we can see that the maximum number of females were of middle age. It was also recorded that among 125 women, 39 percent of them were married; 54 percent were single, only five percent were divorced, and only two percent were recorded as a widow. Hence, it depicts that the percentage of single women was high in the total population. While on the contrary, 66 percent of males were married; 34 percent of them were recorded as single, and it was notable that there was not a single male recorded as divorced or widower, which shows the pertaining trend of our society. Here we can assume that the ratio of unmarried women or late marriages is increasing in our society. However, it requires further investigation in future research.

Regarding qualification, 63 percent of men had a Master's Degree, 33 percent were Graduates, and four percent were MS degrees. Moreover, among women, 57 percent were of Master's Degree, 41 percent were Graduates, and Two percent were of MS or above Degree. Thus, it shows showing the trend of getting a higher education is increasing in our society.

Considering the work experience of employees, 66 percent of the total population of men was having 05-10 years of work experience, 14 percent had 11-15 years of experience, 13 percent were of 16-20 years of experience, six percent were among 21-25 years of experience, one percent of a total number of men was having 26-30 years of work experience. On the other hand, among women, there was 70 percent had 5-10 years of work experience, 20 percent were of the second group, i.e. 11-15 years of work experience, eight percent had 16-20 years of job experience, only two percent were among the fourth group, i.e. 21-25 years. At the same time, there was not a single woman in the last group of work experience, i.e. 26 years and above. Hence, we can conclude that a large population, including both men and women, were of the average range of work experience, i.e. a minimum of five years and a maximum is ten years. Last but not least, the position of the employees was also recorded for the present study. As there were three categories, lower middle and top management, 19 percent of men were recorded among lower management, 73 percent were middle management, and only eight percent were top management. On the contrary, 22 percent of women were in lower management, 72 percent were in middle management, and only six percent were in top management. Hence, the ratio of middle management employees is overall high in the total population.

After the descriptive analysis, inferential analysis was conducted to check whether the hypothesis made by the researcher was accepted or rejected. To check that WFE is correlated with SCS, Pearson correlation was applied. The results of the test showed that WFE is strongly correlated with SCS. Hence, H1 for the present study has been accepted. As the present study compares men and women, H1 was tested separately for men and women. Again Pearson correlation test was applied. The results showed that women's correlation between WFE and SCS is stronger. To check Hypothesis 2, Pearson correlation was applied. The results show that FWE is more significantly correlated with SCS than WFE. Thus, H2 has been accepted. To check Hypothesis 3, a *t*-test was applied to the given data. The results conveyed that gender is not creating any difference in the level of WFE. To check Hypothesis 4, again T-test was applied to the given data. The results revealed no difference in the level of FWE concerning gender. Thus, the two hypotheses, i.e. H1 and H2, have been accepted, while for H3 and H4, the researcher decided to investigate some other demographic variables.

Moreover, because it's a comparative study of men and women, some additional analysis has also been conducted to check the impact of enrichment on subjective career success in the presence of a dummy variable, i.e. gender. To check the impact of WFE on SCS with respect to gender, the analysis for Hypothesis 3 was extended. Linear regression was applied, where gender was taken as an interactive dummy. Results showed that WFE caused a 48 percent variation in SCS. Each one-unit increase in WFE of males causes a 0.411 unit increase in their SCS.

However, to check the impact of FWE on SCS for gender, the analysis for Hypothesis 4 was extended. Linear regression was applied, where gender was again taken as an interactive dummy. Results showed that FWE caused a 51 percent variation in SCS. Each one-unit increase in FWE of females causes a 0.464 unit increase in their SCS. It is concluded that, although both WFE and FWE affect the SCS, FWE has a more significant impact on SCS than the WFE. It means that FWE is more critical for achieving a higher level of SCS.

Along with the overall societal and cultural reforms to enhance FWE, organisations can also play an essential role in enhancing the level of FWE of their employees to increase SCS, which will ultimately turn into the organisation's success. In this regard, organisations can provide unique packages, including allowances and holidays for family recreational visits. Proposed regression can also be used in organisations to predict the level of SCS of their employees at certain levels of WFE and FWE. This regression model can guide the employers to achieve a certain level of SCS in their organisation and how much the levels of WFE and FWE should be so that they can make different strategies to achieve their goals regarding the enrichment level of their employees.

CONCLUSION

The current study concluded that work-family enrichment significantly contributes to making individuals' subjective careers successful. It is the essential component that is required to make successful careers. It is equally important for men and women. However, it was found that it has more strong impact on women. The present study also narrates that FWE is more related to SCS. Family support is more effective for individuals' career growth than workplace support. It is also evident from the literature review (Gattiker & Larwood, 1988; Peluchette, 1993).

The current research findings demonstrate social support's importance in helping employees integrate their work and family life. This social support can be their family support, supervisor, coworker, or peer support at the workplace. It is also noted that the present study showed great concern about the influential role of family and career satisfaction, which suggests that positive evaluations of role experiences in one domain are essential for effect in the other domain. This finding has direct implications for employees as well as for organisations.

Previous research has proved that women are better managers or administrators than men. Thus, organisations should make policies to promote the women's ratio in the workplace at top executive positions. Because in Pakistan, it is primarily men who are the bread-and-butter earners for their families, organisations should make policies to support men in making their careers successful. If men were successful in their careers, they would be able to fulfil the needs of their families. Research also proved that marital status does not affect men's level of enrichment. It also depicts that marital status does not affect men's careers. It is only women whose careers get affected by their marital status. That effect can be either positive or negative. Also, work experience affects the individual's level of enrichment. Higher the work experience, there would be more chances of gaining a high enrichment level. However, it was observed in the study that job experience has a lit effect on the level of FWE in men, while in women, it creates a lit difference in the level of WFE. More work experience enables women to gain more peer or supervisory support at the workplace. It means women, over time, become more effective in their careers. They become more authoritative and influential as they move up to the top positions. While on the other side, the man with high work experience becomes more effective in gaining family support. However, qualification does not affect the enrichment level of men and women. It means qualification alone does not help individuals enhance their enrichment level. It might be effective with other variables. It was also observed that age does not affect a man's enrichment level. While on the other side, it creates a significant difference in the level of FWE of women. Hence, it proves that age is just a number for men. In contrast, it does matter for women. The higher the woman's

age, the higher the level of FWE. The study also concluded that job position has a significant impact on the level of enrichment of men as well as women. Individuals in top positions enjoy a high level of enrichment. The enrichment level increases with time, work autonomy, and more authority. The study also showed that it creates a highly significant difference in the level of enrichment of women. It depicts that women are better at top positions.

The study concluded that W/L balance is essential for successful careers. We can also say that the career success of individuals depends upon their level of enrichment. Individuals with high levels of enrichment are more successful in their careers (Greenhaus & Powell, 2006; Shah, 2014). Subjective career success is significant for most individuals, especially females. Satisfaction with family life or career brings happiness in one's life and helps the individual enhance their overall performance.

Organisations should adopt work-life balance policies to ensure a better work environment for men and women. Psychologists also agree that the career demands of an employee should not overwhelm the individual's ability to enjoy a satisfying personal life outside of the business environment. Additionally, these policies will bear fruitful results for organisations and individuals. W/L Balance Policies (WLBPS) should be offered to women executives at the workplace, and organisations are required to make jobs more enriching to increase the level of WFE among men and women, respectively. Employers should develop and implement family-friendly policies in their organisations to ensure work-life balance for men and women. Organisations should encourage employees to promote teamwork in the workplace as it helps them to increase their productivity and to enhance their performance. Organisations should conduct surveys from time to time to check their employees' level of enrichment. The organisational policies and strategies should be aligned with the career success of their employees. Career advancement policies should be developed to ensure the growth of the employees. Work autonomy and peer support should be encouraged at the workplace by assigning tasks to small groups or teams. Women should be encouraged to get higher education and work in higher positions in public and private organisations. In Pakistan, women are prominent in number as compared to men. Therefore, we need to encourage and support women to be highly qualified and to work and participate in the country's development.

In the present study, one aspect of career success has been ignored, i.e. Objective career success. It can be included in future studies to check whether it is SCS or OCS, which is more critical in making the career success of individuals. A comparative study can be conducted for both the private and public sectors. The current study has been conducted in Pakistan; it might have different results from any other foreign country due to differences in culture and values. Hence, different contexts can be used in future research.

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