

Role Conflict and Quality of Work Life: Examining the Moderating Role of Type A and Type B Behavioral Patterns

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Abstract: The present study investigated the relationship between role conflict and quality of work life among working women, with specific emphasis on examining the moderating role of Type A and Type B behavioral patterns. Despite extensive research on workplace stress and employee well-being, limited evidence exists regarding the role of behavioral patterns in shaping the relationship between role conflict and quality of work life among working women. A quantitative, descriptive research design was adopted to explore the proposed relationships among the study variables. The sample consisted of 200 women teachers from the Mohali, Panchkula, and Chandigarh regions, selected through a stratified random sampling technique to ensure adequate representation. Data were collected using standardized instruments measuring role conflict, quality of work life, and behavioral patterns associated with Type A and Type B personality. The collected data were analyzed using descriptive statistics, Pearson's product-moment correlation, and hierarchical regression analysis to examine the moderating effects of Type A and Type B behavioral patterns on the relationship between role conflict and quality of work life.

The findings indicated a significant negative relationship between role conflict and quality of work life, suggesting that higher levels of role conflict are associated with reduced perceptions of work-related well-being ($\beta = -.49$, $p < .001$) among women teachers. However, the moderation analysis revealed that Type A and Type B behavioral patterns did not significantly influence the strength or direction of the relationship between role conflict and quality of work life. These findings suggest that individual behavioral patterns, although relevant to understanding workplace experiences, may not act as significant buffering or intensifying factors in the association between role conflict and quality of work life. The study highlights the need for organizational interventions aimed at reducing role conflict and promoting supportive work environments to enhance the quality of work life among women teachers.

Keywords: Role conflict, quality of work life, Type A personality, Type B personality, moderation, working women, teachers, India.

1. Introduction

The contemporary workplace has undergone substantial transformation due to globalization, technological advancement, and evolving organizational structures, significantly influencing employees' psychological well-being and work experiences. Among the various workplace challenges, role conflict has emerged as an important organizational stressor affecting employees' professional effectiveness and overall quality of work life (Leitão et al., 2021 & Pereira et al., 2022). Role conflict occurs when incompatible expectations arise from different occupational or social roles, creating psychological strain and difficulty in fulfilling responsibilities effectively (Sánchez-Vidal et al., 2019). Persistent exposure to role conflict has been associated with stress, emotional exhaustion, reduced job satisfaction, and diminished workplace well-being (Bulan, 2022). Research indicates that work-related demands frequently spill over into family life, creating greater stress than family-to-work interference among employees managing multiple responsibilities (Swanson, 1997). Women generally experience higher levels

Role Conflict and Quality of Work Life: Examining the Moderating Role of Type A and Type B Behavioral Patterns

of stress than men, particularly full-time working women with children below the age of 13 years, who tend to face greater role conflict and work–family pressures (Sánchez-Vidal et al., 2019; Shui et al., 2020).

Quality of Work Life (QWL) is considered a multidimensional construct reflecting employees' satisfaction with workplace conditions, interpersonal relationships, professional growth opportunities, psychological well-being, and balance between professional and personal life (Leitão et al., 2019). High quality of work life contributes positively to employee productivity, organizational commitment, mental health, and organizational effectiveness, whereas poor quality of work life may result in stress, burnout, absenteeism, and decreased work performance (Nayak & Sahoo, 2015). Consequently, understanding the factors that influence QWL has become a major concern in organizational and behavioral research.

Previous studies have consistently demonstrated that role conflict affects employees' quality of work life by increasing psychological pressure and reducing workplace satisfaction (Yang et al., 2024). Workplace strain emerging from incompatible demands leads to emotional fatigue and lower occupational well-being (Gowda & Rao, 2018). However, individuals differ considerably in how they perceive and respond to workplace stressors, suggesting that personality characteristics may play an important role in explaining variations in work-related outcomes.

Among personality dimensions, Type A and Type B behavioral patterns have received substantial attention in organizational psychology. Individuals with a Type A behavioral pattern are generally characterized by competitiveness, urgency, achievement orientation, impatience, and high involvement in work activities, whereas the Type B behavioral pattern is associated with calmness, patience, flexibility, and lower stress reactivity. Previous research suggests that Type A individuals are more vulnerable to occupational stress and work-related pressure because of their achievement-oriented behavioral tendencies, while Type B individuals tend to demonstrate greater emotional stability and adaptive coping strategies in stressful situations (Kirkcaldy et al., 2002).

Personality traits may therefore influence the manner in which employees experience role conflict and affect their quality of work life. Employees with a Type A behavioral pattern may perceive workplace demands more intensely, thereby strengthening the adverse impact of role conflict on workplace well-being. In contrast, Type B personality characteristics may buffer the negative psychological consequences associated with occupational stressors. Despite the theoretical relevance of behavioural pattern, previous research has independently examined role conflict, personality characteristics, and workplace well-being, limited empirical evidence is available regarding the simultaneous moderating role of Type A and Type B behavioural pattern in explaining how role conflict influences quality of work life among working women in the Indian occupational context. Existing studies have largely focused on direct associations between workplace stressors and employee outcomes, while limited attention has been given to understanding the conditions under which the relationship between role conflict and quality of work life becomes stronger or weaker. Therefore, the present study aims to examine the relationship between role conflict and quality of work life by investigating the moderating role of Type A and Type B behavioral patterns.

Review of literature

Quality of Work Life (QWL) is widely recognized as a multidimensional concept that extends beyond employees' attitudes toward their jobs. It encompasses various aspects of work, including job satisfaction, motivation, workplace safety, health and well-being, job security, working hours, and fair compensation (Leitão et al., 2019). Research further suggests that maintaining a healthy work–life balance, fostering positive interpersonal relationships, and providing a supportive work environment are integral components of QWL, whereas poor work–life balance can negatively affect employees' overall quality of life (Leitão et al., 2019). Evidence from diverse occupational settings indicates that higher levels of QWL contribute to greater organizational commitment, enhanced job performance, improved productivity, and better overall well-being. These positive outcomes are often achieved through increased job satisfaction, which serves as an important mechanism linking QWL to individual and organizational effectiveness (Leitão et al., 2019; Dorta-Afonso et al., 2021; Aras et al., 2025).

Role conflict has been identified as one of the major organizational stressors affecting employees' workplace experiences and quality of work life (Xue et al., 2022). According to Kahn et al. (1964), role conflict occurs when incompatible expectations associated with multiple roles create psychological strain and difficulty in effective role performance. Role conflict has been found to be significantly associated with anxiety and reduced job satisfaction in organizational settings (Tosi, 1971; Dodanwala et al., 2022). Rapid workplace transformation and digital work environments have further intensified occupational pressure and

work-related stress among employees (Wang et al., 2022; Mansuroğlu & Smith, 2026). Technological advancement and continuous workplace connectivity have increased expectations regarding multitasking, adaptability, and performance efficiency (Trenerry et al., 2021). Studies on digital workplace environments indicate that excessive technological demands and “technostress” contribute to emotional strain, overload, and reduced employee well-being. Employees frequently report stress arising from constant digital connectivity, communication overload, and pressure to remain continuously available in modern work environments (Borle et al., 2021; Singh et al., 2022). Employees experiencing higher levels of role conflict often face difficulties in balancing competing occupational and personal responsibilities, thereby negatively affecting their psychological well-being and workplace adjustment.

Apart from organizational factors, personality characteristics significantly influence how individuals perceive and respond to workplace stressors. Personality traits affect emotional regulation, coping strategies, adaptability, and behavioral responses under stressful occupational conditions (Garavan et al., 2021; Lu et al., 2022). Among personality dimensions, Type A and Type B behavioral patterns have received substantial attention in organizational psychology. Friedman and Rosenman (1974) described Type A personality as characterized by competitiveness, impatience, urgency, aggressiveness, and high achievement orientation, whereas Type B personality is associated with calmness, patience, flexibility, and lower stress reactivity. Individuals with a Type A personality are generally more vulnerable to occupational stress and workplace pressure because of their highly achievement-oriented and time-conscious behavioral tendencies (Lu et al., 2022). In contrast, Type B individuals tend to demonstrate greater emotional stability and adaptive coping abilities under stressful situations. Most existing studies have examined personality as an independent predictor of workplace stress and adjustment; however, fewer studies have investigated Type A and Type B behavioural patterns as moderating factors between role conflict and quality of work life. This gap is particularly relevant among working women, who frequently encounter competing occupational and personal demands. Therefore, the present study examines the moderating role of Type A and Type B behavioral patterns in the relationship between role conflict and quality of work life.

Theoretical Framework and Hypotheses Development

To examine the proposed relationships among the study variables and to assess the moderating effect of personality dimensions, the conceptual model of the present study is presented in Figure 1.

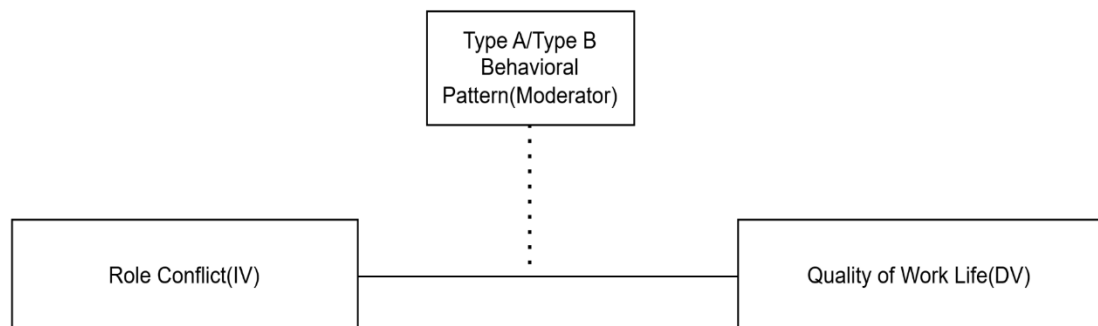


Figure 1: Conceptual Framework

Theoretical Foundation

The relationship between role conflict, quality of work life, and personality dimensions among working women can be understood through several complementary theoretical perspectives. Among these, Role Theory, Conservation of Resources (COR) Theory, and the Job Demands–Resources (JD-R) Model provide the most relevant foundation for explaining how role conflict influences employees’ well-being and how personality characteristics shape individual responses to workplace demands.

Role Theory (Kahn et al., 1964) serves as the primary foundation of the present study because role conflict is the central predictor under investigation. According to this perspective, individuals occupy multiple social and occupational roles, each associated with specific expectations and responsibilities. When these expectations become incompatible, individuals experience role conflict, which may generate psychological strain and reduce their ability to perform effectively across domains. This perspective is particularly relevant for working women, who often balance professional responsibilities alongside family and caregiving obligations. Previous studies have shown that multiple role demands, work–life imbalance,

and inadequate support systems contribute significantly to stress, reduced job satisfaction, and poorer psychological well-being among women (Rani & Laksmi, 2024; Jadmiko & Azliyanti, 2023). Although role theory effectively explains the origin of role-related strain, it offers limited insight into the processes through which such strain affects employees' quality of work life.

To address this limitation, Conservation of Resources (COR) Theory provides an important explanatory mechanism. COR theory proposes that individuals strive to obtain, preserve, and protect valuable resources such as time, energy, emotional stability, and social support. Stress occurs when these resources are threatened, depleted, or lost (Sankar, 2025; Bon & Shire, 2022). Within the context of work–family demands, persistent role conflict requires individuals to invest considerable physical and psychological resources, often resulting in resource depletion and increased strain. Recent studies suggest that prolonged inter-role conflict may initiate resource loss spirals, whereby continuous depletion of time and energy reduces individuals' ability to cope effectively with future demands (Yeves et al., 2026). This perspective is particularly relevant for working women, who frequently encounter simultaneous occupational and family responsibilities that intensify resource demands and limit opportunities for recovery (Yeves et al., 2026; Rani & Lakshmi, 2024).

The Job Demands–Resources (JD-R) Model further extends this understanding by positioning role conflict within a broader occupational stress framework. According to the JD-R model, excessive job demands contribute to strain and burnout, whereas personal and organizational resources promote engagement and well-being (Bakker, 2020; Sankar, 2025). From this perspective, role conflict can be viewed as a hindrance demand that consumes employees' psychological and emotional resources, thereby reducing workplace well-being and quality of work life. Conversely, organizational support, autonomy, positive leadership, and social relationships function as resources that may protect employees from the adverse consequences of occupational stress (Mensah, 2021; Jadmiko & Azliyanti, 2023). More recent developments of the JD-R model also emphasize the role of proactive personality characteristics in shaping employees' responses to workplace demands, suggesting that personal attributes may strengthen or weaken the effects of occupational stressors on well-being outcomes (Bakker & Demerouti, 2024).

In addition, Person–Environment Fit Theory and the Transactional Theory of Stress and Coping provide complementary perspectives for understanding individual differences in stress experiences. Person–Environment Fit Theory suggests that stress emerges when environmental demands exceed an individual's abilities, resources, or preferences. Similarly, the Transactional Theory of Stress and Coping emphasizes that stress is influenced not only by objective conditions but also by how individuals appraise and respond to challenging situations. These perspectives help explain why employees exposed to similar levels of role conflict may experience different levels of strain and well-being. Recent evidence supports the view that personality characteristics influence stress appraisal processes and shape perceptions of workplace demands (Bakker & Demerouti, 2024). Therefore, these theories complement the broader framework by explaining how individual differences influence reactions to role-related pressures.

Role Conflict and Quality of Work Life

Drawing upon these theoretical perspectives, role conflict is expected to have a negative impact on quality of work life. Empirical evidence consistently demonstrates that workplace stressors contribute to poorer mental well-being, reduced workplace satisfaction, and diminished occupational functioning. For example, Mensah (2021) reported that job stress negatively affected psychological well-being and that this effect was particularly pronounced among women. Similarly, Costa (2024) found that work–family conflict was associated with lower social functioning and higher levels of depression and psychological strain. Research among banking professionals further revealed that work–family conflict and emotional exhaustion negatively influenced employees' attachment to their organizations and overall well-being (Sankar, 2025).

For working women, the consequences of role conflict are often intensified by competing responsibilities across professional and personal domains. Simultaneously managing occupational demands and family obligations can create chronic stress and reduce individuals' ability to maintain a satisfactory balance between different life roles (Jadmiko & Azliyanti, 2023). Mahmudah (2022) reported that role expectation conflict significantly contributed to job stress among women scholars, while work–family conflict has also been shown to mediate the relationship between workplace pressures and deteriorating mental health outcomes (Costa, 2024). Consequently, role conflict can be understood as a significant occupational stressor that diminishes quality of work life through increased strain, emotional exhaustion, and resource depletion.

Importantly, quality of work life should be viewed as a comprehensive indicator of workplace well-

being rather than merely a measure of job satisfaction. Recent studies have linked occupational stress among women to reduced resilience, lower life satisfaction, psychological distress, and diminished perceptions of overall well-being (Javaid, 2023; Rani, 2024). Collectively, these findings support the proposition that role conflict adversely affects quality of work life by increasing psychological strain and reducing the resources necessary for effective functioning across life domains.

Personality-Behavioral Pattern as a Moderating Variable

The present study conceptualizes Type A and Type B behavioural patterns as moderators of the relationship between role conflict and quality of work life. Contemporary research regards personality traits as enduring dispositions that shape how individuals interpret and respond to workplace demands rather than outcomes that change in response to those demands (Bakker & Demerouti, 2024). Consequently, personality is viewed as a boundary condition influencing the strength of the relationship between occupational stressors and well-being outcomes.

Recent evidence supports this perspective. Studies based on the JD-R model suggest that personality traits influence the extent to which job demands lead to exhaustion, disengagement, and mental health difficulties (Bakker & Demerouti, 2024). Longitudinal research further demonstrates that employees with different personality profiles respond differently to similar workplace demands, with some individuals showing greater resilience and adaptability than others (Herr et al., 2021).

Type A behavioral pattern as a moderator

Type A behavioral pattern is expected to intensify the negative effects of role conflict on quality of work life. Individuals with Type A characteristics are generally more competitive, achievement-oriented, impatient, and sensitive to time pressures. Such tendencies may increase vulnerability to stress when individuals encounter competing role demands. Consistent with COR theory, Type A behavioral patterns have been associated with resource loss processes and higher levels of work–family conflict (Garavan et al., 2021). Women with stronger Type A characteristics may therefore perceive incompatible role expectations as more threatening and demanding, resulting in greater emotional strain and faster depletion of psychological resources.

Previous studies have similarly indicated that individuals exhibiting Type A behavior patterns are more susceptible to occupational stress and strain under conditions of high workplace pressure (Godwin, 2025). Consequently, among working women experiencing role conflict, Type A personality characteristics may strengthen the negative relationship between role conflict and quality of work life.

Type B behavioral pattern as a moderator

In contrast, the Type B behavioral pattern is expected to weaken the negative effects of role conflict on quality of work life. Individuals with Type B characteristics tend to display patience, flexibility, emotional stability, and lower stress reactivity. Research has shown that the Type B behavioral pattern is negatively associated with work–family conflict and positively associated with work–life balance (Garavan et al., 2021; Zahoor, 2020). These behavioral tendencies may enable individuals to preserve psychological resources and adopt more adaptive coping strategies when confronted with competing role demands.

From the perspective of the JD-R model, personal resources become increasingly important under stressful conditions because they facilitate effective self-regulation and reduce the likelihood of burnout (Bakker, 2020). Therefore, Type B personality characteristics may buffer the adverse effects of role conflict by reducing threat appraisal, supporting adaptive coping, and protecting overall workplace well-being.

Integrated Theoretical Model and Hypotheses Development

Based on the integration of role theory, COR theory, and the JD-R model, the present study proposes that role conflict functions as a significant occupational demand that negatively affects the quality of work life among working women. Personality dimensions are expected to shape the extent to which individuals experience and respond to these demands by influencing stress appraisal, resource utilization, and coping behavior (Bakker & Demerouti, 2024; Yeves et al., 2026).

Accordingly, the following hypotheses are proposed:

H1: Role conflict is negatively associated with quality of work life among working women.

H2: Type A behavioral pattern moderates the relationship between role conflict and quality of work life.

H3: Type B behavioral pattern moderates the relationship between role conflict and quality of work life.

Research Methodology

The present study employed a quantitative descriptive research design to examine the relationship between role conflict, behavioral patterns, and quality of work life among working women (teachers) in the Tricity region comprising Chandigarh, Mohali, and Panchkula. A stratified random sampling technique was adopted to ensure adequate representation from all three cities. The final sample consisted of 200 women teachers.

Data were collected using standardized instruments. Quality of work life was measured using the Quality of Work Life Scale developed by Dhar, Dhar, and Roy (2022). Role conflict was assessed through the Teacher Role Conflict Scale developed by Gupta and Nain (2016). Type A and Type B behavioral patterns were measured using the Behavioral Pattern Scale developed by Dhar, Dhar, and Jain (2017). The internal consistency of the study instruments was evaluated using Cronbach's alpha. In the present study, the 45-item Quality of Work Life (QWL) Scale demonstrated excellent reliability ($\alpha = .94$), the 28-item Role Conflict Scale showed good reliability ($\alpha = .84$), the 17-item Type A behavioural pattern Scale exhibited acceptable reliability ($\alpha = .73$), and the 16-item Type B behavioural pattern Scale also demonstrated acceptable reliability ($\alpha = .74$). These values were higher than or comparable to the reliability coefficients reported in the original scale development studies, indicating satisfactory internal consistency of the instruments for the present sample.

Prior to analysis, the data were screened for completeness and examined for compliance with the assumptions of regression analysis. Descriptive statistics were computed, while Pearson's product-moment correlation was employed to examine the relationships among role conflict, behavioral pattern type, and quality of work life. Hierarchical multiple regression analysis was performed to assess the predictive effect of role conflict on quality of work life and to examine the moderating role of personality type. In the first step, predictor and moderator variables were mean centered to reduce multicollinearity, and role conflict and personality type were entered as predictors. In the second step, the interaction term between role conflict and personality type was introduced to determine whether personality type significantly moderated the relationship between role conflict and quality of work life. Statistical analyses were conducted using SPSS, and significance was evaluated at the .05 level.

1.1 Results of the Study

Table 1.1 Assumption Testing for Moderated Regression Analysis with Type A/Type B Behavior as moderator

Moderator Assumption	Indicator	Obtained Value	Interpretation
Multicollinearity	VIF	1.002–1.031	Acceptable
Tolerance	.970–.998	Above .10	
Influential Outliers	Cook's Distance	.220–.273	No influential outliers
Independence of Errors	Durbin-Watson	1.378–1.385	Acceptable

Before conducting the hierarchical multiple regression analyses, the assumptions underlying regression were examined for both moderation models. Multicollinearity diagnostics indicated no evidence of multicollinearity, with tolerance values ranging from .976 to .998 and variance inflation factor (VIF) values ranging from 1.002 to 1.031. Cook's distance values were all below the recommended threshold of 1.00, indicating the absence of influential outliers. The Durbin-Watson statistics ranged from 1.378 to 1.385, suggesting acceptable independence of residuals. Overall, the diagnostic results indicated that the assumptions of hierarchical multiple regression were satisfactorily met.

Moderating Effect of Type A on the Relationship between RC and QWL

Table 1.2 Hierarchical Regression Analysis Testing the Moderating Effect of Type A

	Variable	B	SE	β	t	P
Step 1	RC	-0.811	0.102	-0.493	-7.945	<.001
	Type A	-0.180	0.170	-0.066	-1.061	.290

Step 2	RC	-0.803	0.103	-0.488	-7.796	<.001
	Type A	-0.168	0.171	-0.061	-0.981	.328
	RC × Type A	0.006	0.009	0.043	0.692	.490

Source: Calculated

Table 1.3: Model Summary for Moderation Analysis (Type A)

Model	R ²	Δ R ²	Adjusted R ²	F	p	ΔF	p (ΔF)
Step 1	.244	-	.236	31.742	<.001	-	<.001
Step 2	.246	0.002	.224	21.265	<.001	0.479	0.490

In Step 1, RC and Type A explained 24.4% of the variance in Quality of Work Life (QWL) ($R^2 = .244$, $F = 31.742$, $p < .001$). RC emerged as a significant negative predictor of QWL ($\beta = -.493$, $p < .001$), whereas Type A did not significantly predict QWL ($\beta = -.066$, $p = .290$).

In Step 2, the interaction term RC × Type A was entered to examine moderation. The interaction effect was not statistically significant ($\beta = .043$, $p = .490$). Moreover, the increase in explained variance was negligible ($\Delta R^2 = .002$). These findings indicate that Type A did not significantly moderate the relationship between RC and QWL.

Moderating Effect of Type B on the Relationship between RC and QWL

Table 1.4 Hierarchical Regression Analysis Testing the Moderating Effect of Type B

Variable	B	SE	β	T	p
Step 1					
RC	-0.806	0.102	-0.490	-7.877	<.001
Type B	-0.049	0.230	-0.013	-0.214	.831
Step 2					
RC	-0.806	0.103	-0.490	-7.856	<.001
Type B	-0.047	0.234	-0.013	-0.201	.841
RC × Type B	0.001	0.012	0.004	0.058	.954

Table 1.5: Model Summary for Moderation Analysis (Type B)

Model	R ²	Δ R ²	Adjusted R ²	F	p	ΔF	p (ΔF)
Step 1	.240	-	.232	31.032	<.001	-	<.001

Step 2	.240	0.00	.228	20.585	<.001	.003	0.954
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The results indicated that RC significantly predicted QWL ($\beta = -.490$, $p < .001$), while Type B was not a significant predictor ($\beta = -.013$, $p = .831$). After introducing the interaction term RC $\times$ Type B, the interaction remained non-significant ($\beta = .004$, $p = .954$). No increase in explained variance was observed ($\Delta R^2 = .000$). Therefore, Type B did not moderate the relationship between RC and QWL.

Discussion of the Moderating Role of Type A and Type B Behavioral Patterns in the Relationship between Role Conflict and Quality of Work Life

The present study found that role conflict significantly negatively predicted quality of work life among working women, indicating that increased incompatibility between occupational and personal role demands is associated with reduced perceptions of workplace well-being. This finding supports the assumptions of role theory proposed by Kahn et al. (1964), which suggests that conflicting expectations arising from multiple roles create psychological strain and negatively influence individual functioning. When working women simultaneously manage professional responsibilities and family obligations, competing demands may generate stress, emotional exhaustion, and reduced satisfaction with their work experiences (Ivancevich & Matteson, 1984).

The present finding is consistent with previous organizational research demonstrating that role conflict is significantly associated with anxiety, workplace tension, and reduced job satisfaction (Tosi, 1971; Yang et al., 2024). Recent studies further emphasize that workplace stressors and inadequate organizational support can negatively influence employees' perceptions of quality of work life and overall organizational functioning (Yang et al., 2024). Therefore, the significant negative contribution of role conflict observed in the present study reinforces the argument that managing competing role expectations is essential for enhancing employee well-being.

Type A behavioral pattern as a non-significant moderator

Although the Type A behavioral pattern has traditionally been associated with competitiveness, achievement orientation, time urgency, and greater vulnerability to stress, the present study found that the Type A behavioral pattern did not significantly moderate the relationship between role conflict and quality of work life. This finding indicates that the negative impact of role conflict remains consistent irrespective of the degree of Type A behavioral characteristics among working women.

Previous research has suggested that Type A individuals may experience greater occupational stress due to their achievement-driven orientation and heightened responsiveness to workplace demands (Ivancevich & Matteson, 1984; Yang et al., 2024; Akbar et al., 2026). Additionally, personality characteristics influence how employees appraise workplace demands and adopt coping strategies (Parent-Lamarche, 2021). However, the current findings suggest that under conditions of persistent role conflict, environmental pressures may outweigh individual personality differences. Thus, Type A tendencies did not necessarily function as a buffering or amplifying mechanism between role conflict and quality of work life that is consistent with Fisher (2001).

Type B behavioral pattern as a non-significant Moderator

The findings revealed that the Type B behavioral pattern neither significantly predicted quality of work life nor moderated the relationship between role conflict and quality of work life. Although Type B individuals are generally characterized as calmer, less competitive, and less stress-reactive, these behavioral tendencies did not protect working women from the negative consequences of role conflict.

This finding partially contrasts with theoretical assumptions suggesting that Type B individuals may demonstrate more adaptive responses under stressful conditions (Simbolon & Meliala, 2024; Garavan et al., 2021). However, workplace stress is not determined solely by individual behavioral patterns; organizational resources, workload distribution, family responsibilities, and perceived support systems may have a stronger influence on employees' quality of work life. Previous studies have also highlighted that personality operates within broader person–environment interactions, where contextual factors shape employees' stress appraisal and coping responses (Parent-Lamarche, 2021).

Theoretical Contribution and Implications

The findings contribute to the existing literature by demonstrating that while personality dimensions provide insight into individual behavioral tendencies, they may not significantly alter the relationship between role-related stressors and quality of work life. This aligns with the broader perspective that

employee well-being emerges from the interaction of psychological characteristics, workplace conditions, and social support mechanisms (Doost et al., 2022; Fatima et al., 2024; Akbar et al., 2026).

1.2 Conclusion of the Study

The present study examined the relationship between role conflict and quality of work life among working women, with particular emphasis on exploring the moderating role of Type A and Type B behavioral patterns. The findings highlight role conflict as a significant occupational stressor that negatively influences quality of work life, indicating that increased conflict arising from competing role expectations may adversely affect women's workplace well-being and overall work-related experiences.

The results demonstrated that role conflict significantly predicted reduced quality of work life; however, Type A and Type B behavioral pattern dimensions did not significantly moderate this relationship. Although Type A individuals are generally considered more achievement-oriented, competitive, and vulnerable to stress, and Type B individuals are characterized by relatively calmer behavioral patterns, neither behavioral pattern altered the strength of the association between role conflict and quality of work life. These findings suggest that the impact of role conflict may be primarily influenced by contextual and organizational conditions rather than individual personality characteristics alone.

The study contributes to the existing literature on occupational stress and employee well-being by providing empirical evidence regarding the no moderating influence of behavioral pattern in the relationship between role conflict and quality of work life. The findings extend the understanding of workplace experiences among working women by emphasizing the dominant role of situational factors, such as workload demands, organizational support, role expectations, and work–family pressures, in shaping quality of work life outcomes.

From a practical perspective, the findings emphasize the need for organizations to develop effective strategies for minimizing role conflict and enhancing workplace well-being. Initiatives such as improved role clarity, supportive leadership, flexible work arrangements, equitable distribution of responsibilities, and work–family balance policies may help reduce occupational strain and improve employees' quality of work life. Rather than focusing exclusively on individual personality differences, organizational interventions should address the structural and environmental factors contributing to role conflict.

Despite its contributions, the study has certain limitations. The cross-sectional research design restricts the ability to establish causal relationships among the variables, and the use of self-report measures may have introduced the possibility of common method bias. Future research may adopt longitudinal approaches and incorporate additional psychological and organizational variables, such as coping strategies, resilience, perceived organizational support, and emotional intelligence, to develop a more comprehensive understanding of the mechanisms influencing quality of work life among working women.

Conflict of Interest

The authors declare that there is no conflict of interest related to this study.

Declaration of Artificial Intelligence (AI) Assistance

The authors declare no use of artificial intelligence (AI) for the write-up of the manuscript.

Ethics Approval

Participation was voluntary, informed consent was obtained from all participants, anonymity and confidentiality were maintained throughout the study.

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Role Conflict and Quality of Work Life: Examining the Moderating Role of Type A and Type B Behavioral Patterns

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Role Conflict and Quality of Work Life: Examining
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