

Vol No. III

Issue No. 2

February

ISSN: 2347 5587

CKPIM BUSINESS REVIEW



C.K. Pithawalla Institute of Management

Editor in chief

Dr. Snehalkumar H. Mistry

Prof. & Head
C.K. Pithawalla Institute of Management, Surat

Editorial Advisory Board

Dr. Vinod B. Patel

Professor
G.H.Bhakta Business Academy
Veer Narmad South Gujarat University, Surat

Dr. Raju Ganesh Sunder

Director,
Green Heaven Institute of Management and Research, Nagpur

Dr Lakshmi Koti Rathna

Director,
Research & Development,
Krupanidhi School of Management, Varthur Hobli, Bangalore.

Dr.B.B.Tiwari

Professor (Eco,Qm,BRM),
Shri Ram Swaroop Memorial College of Engineering and Management, Lucknow.

Dr. Ijaz A. Qureshi

Professor, School of Business and Informatics, University of Gujrat,
Sialkot Campus. Sialkot, Pakistan

Dr. H.K.S. Kumar Chunduri

Faculty Member – Department of Business Studies,
Ibra College of Technology, Sultanate of Oman

Dr. Jaydip Chaudhari

Professor,
G.H.Bhakta business Academy,
Veer Narmad South Gujarat University, Surat.

Prof V M Ponniah

Professor
SRM University
CHENNAI 603 203

Dr. P.R. Mahapatra

Professor
USBM
Bhubaneshver

Prof Kamakshaiah Musunuru

Director
Social Research Insights
Hyderabad

Editorial Review Board Members

Dr. Ranjeet Verma

Associate Professor & Head
Department of Management Studies
Kurukshetra Institute of Technology & Management
Kurukshetra

Dr. Chetan J Lad

Director
Naran Lala School of Industrial Management & Computer Science, Navsari.

Dr. Vijay Bhaskaran

Associate Professor
Kristujanti Collage of Management & Technology
Bangalore.

Dr. Anurag Mittal

Guru Nanak Institute of Management
New Delhi.

Dr. K.S.Gupta

Chief facilitator, founder & CEO
KSG Centre for learning & Development

Dr. Yogesh Jain

Assistant Professor, Pacific Institute of Management & Technology,
Pacific University, Udaipur

Dr. Kavita Saxena

Associate Faculty, Entrepreneurship Development Institute of India, Gandhinagar

Dr. Manas Kumar Pal

Associate Professor, Institute of Management & Information Science, Bhubaneswar

Dr. Preeti Sharma

Associate Professor, Gyan Vihar University, Jaipur

Dr. Rajesh Faldu

Assistant Professor, J. V. Institute of Management Studies, Jamnagar

Dr. Emmanuel Attah Kumah

Dy. Registrar, All Nations University, Ghana

Index

Sr. No.	Title	Page No.
1.	Growth and Productivity Analysis of Chemical Industry in Tamil Nadu - Dr. A. Alexander and Dr. A. Periya Nayaga Samy	01-09
2.	Financing of Non-Traditional Export Trade by Commercial Bank -(Dr.) Emmanuel Attah Kumah, Mr. Godfred K. Oppong, Mr. Agyare Boateng and Ms. Aboagyewaa Patience	10-23
3.	A Study on Factors Influencing Purchase of Mobile Handsets - Prof. (Dr.) Puja Walia Mann, Mr. Manish Jha and Ms. Vanika Chugh	24-40
4.	Impact of Work Life Balance on the Performance of the Employee: A Comparative Study on the Male and Female Employees - Dr. Ruchi Singh and Gayatri Negi	41-53



Impact of Work Life Balance on the Performance of the Employee: A Comparative Study on the Male and Female Employees

Dr. Ruchi Singh¹

Gayatri Negi²

ABSTRACT

Work life balance in recent years has emerged as a new challenge in human resource management. It aims at bringing cordiality, harmony and balance in the personal and professional life of workers. Employees have diversified roles to play in the family, society and organizations they work in; they feel a lot of pressure to bring coordination among these roles. Work-life balance enables workers to pay attention to all the important aspects of their life be it personal, societal or professional. Management has realized the need of devising and implementing work life balance policies to increase productivity in qualitative and quantitative terms as well. Many organizations have started introducing innovative policies on work life balance by offering opportunities like flexible work schedules, shared job responsibilities and family events and activities sponsored by the organizations. The objective of this study is to find out the impact of work life balance on the working pattern, performance and productivity of employee and evaluate it on accordingly.

Key Words: *Work life balance, performance, stress, WFC, FWC, organisation culture, productivity, time management, professional life, personal life*

Introduction

With the surge of industrial development in the world economy, a huge surge of variety of jobs in all cadres has been introduced, it has resulted into significant rise in the rate of unemployment and living standard. Earning today is not merely a necessity and a matter of livelihood but also a means to upgrade the living standard; the masses are determined to unleash all their energies and extract their full potential which has indeed bestowed upon them handsome salary, perks, and thereby satiating all their esteem needs. However, as every coin has two sides, the flip side has manifested into stress, relationship failure, frustration, workaholism; making the management, workers, governments and scholars to bring a solution and eventually an altogether new concept has come in the form of Work Life Balance. It aims at bridging the huge gap between personal, professional and social life of an individual and thereby bringing harmony in relations, better work culture and organizational effectiveness.

¹Assistant Professor, S.R.M.U, Lucknow

²Research Scholar, S.R.M.U, Lucknow

Literature Review

The existing literature encompasses different aspects of Work Life Balance such as the evolution, need, significance, strategies for the implementation of WLB programme, cost-benefit analysis etc. In the recent years, the term “work-life balance” has replaced what used to be known as “work-family balance” (Hudson Resourcing, 2005). Various life activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure. “Work-life balance is a broad concept including proper prioritizing between career and ambition on one hand, compared with pleasure, leisure, family and spiritual development on the other.” Subash Nath, Soumendra Patra (2010). Work–life balance is the maintenance of a balance between responsibilities at work and at home. Work and family have increasingly become antagonist spheres, equally greedy of energy and time and responsible for work–family conflict (WFC) (Coser ,1974).Long working hours affect family relations adversely and cause loneliness, anger and frustration. People who are unable to spend time with their children and other family members are often left with a sense of irreparable loss and guilt (Gambles, Lewis & Rapoport, 2000; Jones,Burke & Westman, 2006; Pocock et al., 2001). Moreover, longer working hours mean a declining interest and participation in local communities and civic activities, which threatens community sustainability, civic spirit and the care of community members (Lewis, Rapoport & Gambles, 2003). “Dissatisfaction with working life is a problem , which affects almost all workers at one time or another , regardless of position or status . The frustration , boredom and anger common to employees , disenchanted with their work life , can be costly to both individual and organization.” Dr.Rajesh , Garima , Sanjeev Arora (2008). Stress is usually conceptualized as work-role conflict, work-role overload, and work-role ambiguity (Rizzo JR et al, 1970), (Cooke Ra et al 1984). Each one affects WFC (Bachrach S B 1991). With respect to work-role conflict, the more conflict among work roles, the greater the chances that stress will increase and cause negative behaviors that interfere with fulfilling family roles.(Greenhaus J h 1987)Role overload is the result of having too many things to do in a given time period (Bachrach S B 1991). Having too many tasks to accomplish at work, the employee may need to use time allocated to the family role which causes WFC (Greenhaus J h 1985). Further, the existing literature focuses on WLB with regard to the women employees also. Schular(1978) found that the financial need is the main reason for women taking up employment. Phillips and Imhoff (1977) state that many women take up job on compulsion, but it is the career which is extremely gratifying. Super (1980) identified six common life roles. He states that the need to balance these different roles simultaneously

is a reality for the individuals. Kopp R G (1993) says multiple role-playing has been found to have both positive and negative effects on the mental health and overall well-being of professional women. In certain cases, women with multiple roles were found to have better physical and psychological health than women with less roles. They cherished motivational stimulation, self-esteem, sense of empowerment and control, physical stamina, and bursts of energy (Doress- Wortes PB 1994). However, multiple roles have also been found to cause a variety of adverse effects on women's mental and physical health, including loss of appetite, insomnia, weakness and stress. (Hughes DL et al 1994). Chassin et al.(1985) found that women with pre-school children face different types of conflicts and concluded that self-role congruence in women leads to better mental health. Higgins et al.(1992) found that family involvement and family expectations were related to conflicts in the family, but not related to WFC. High levels of family responsibility cause increased time requirements and strain on the family, thereby interfering with the employee's work roles.(Boise L et al 1996). As children and elderly family members require additional care, the obligation to meet their needs can influence family roles, which can create inter-role conflict (Khan RL et al 1964) and impact family roles , (Piotrkowski CS et al 1987) producing FWC (Boise L & Neal MB 1996) . Studies also reported that women having younger children experience more role conflicts (Buetell NJ et al 1980 & Bedeian AG et al 1998) . The literature undertakes the cost- benefit analysis of WLB also. According to Yasbek (2004, p.2) “the business case is established by weighing up the costs and benefits of introducing work-life balance policies and determining if the net impact is positive.” The cost of WLB policies is one of the most important aspect to consider while undertaking a cost-benefit analysis . The direct or indirect costs of WLB will ultimately depend on the type and number of the policies the management wants to adopt (Gray, 2002), administration costs , facing absenteeism (Dex & Scheibl, 1999; Yasbek, 2004); costs of making and implementing policies (Yasbek, 2004); reduced morale for those employees who do not get the benefits WLB initiatives (Maxwell & McDougall, 2004; Yasbek, 2004) etc. Thus the cost is one of the most crucial aspect while framing, devising and implementing WLB policies in the organization.

Work- Family Conflict and Family- Work Conflict

Two kinds of inter- role conflicts are significant while discussing WLB - Work- Family Conflict (WFC) and Family- Work Conflict (FWC). Greenhaus JH (1985) states that WFC is a type of inter-role conflict in which some responsibilities from the work and family domains

are not compatible and have a negative influence on an employee's work front . According to Marks S. (1977),Aryee S.(1992), Grandey AA, Cropanzano R.(1999) its theoretical background is a scarcity hypothesis which describes those individuals in certain, limited amount of energy. These roles tend to cause stress or inter-role conflict.

WFC is related to a number of negative job attitudes and consequences including lower overall job satisfaction. Negative job attitude may include being late at work, lethargic attitude, repetitive mistakes, resistance to change etc.

Greenhaus JH(1985) states further that Family–work conflict (FWC) is also a type of inter-role conflict in which family and work responsibilities are not compatible. FWC is more likely to cast its negative influences at the home front, resulting in lower life satisfaction and greater internal conflict within the family.

WFC and FWC result from an individual trying to meet an overabundance of conflicting demands from the different domains in which employees are operating.

		FAMILY WORK CONFLICT (WFC)	
		HIGH	LOW
WORK FAMILY CONFLICT (WFC)	HIGH	Danger	Management Alarm
	LOW	Family Alarm	Safety

SOURCE: Self Devised

Explanation:

i. Danger Zone : It shows high FWC and high WFC which is completely unproductive for family and domestic front as well.

ii Safe Zone : It shows low FWC and low WFC which is highly productive for family and domestic front both.

iii. Management Alarm: It shows low FWC and high WFC resulting into more adverse effects on professional front and so demanding greater concern from management.

iv. Family Alarm: It shows high FWC and low WFC resulting into more adverse effects on personal and family front causing disturbances into relations.

WLB and Male Employees

Gerson, Katherine(2011) states that young men want a balance between paid work and personal attachments without being victimized or exploited at work. Tahmincioglu, Eve (June 21, 2010) say “It seems that some traditional stereotypes are starting to lessen just a bit in terms of who’s responsible for care of the child”. Traditionalism is becoming less frequent due to what’s actually practical for each individual family.” Thorne, B. (2011) states that Men often face unequal opportunity to family life as they are often expected to be the bread earner ; he describes it as “the masculine ideal of a worker unencumbered by care giving obligations is built into workplace structures and patterns of reward.”.

Following are the major causes behind the work- life imbalance of male employees-

- i. Crucial role as bread – earner
- ii. Psychological pressure of fatherhood
- iii. Maintaining overall esteem need of the family
- iv. Non- recognition of their role in house chores
- v. Dependence of females members of the family
- vii. Male- ego causing comparison with successful female peers
- vii. Lesser freedom of demonstrating emotional outburst as compared to females

WLB and Female Employee

A women has multiple roles to play ranging from daughter to daughter-in law to mother . Therefore, there is a significant difference between the lifestyle of a married and an unmarried woman.

Williams, J. (2000). Although employers are offering many opportunities to help their employees balance work and life, these opportunities may be a catch twenty-two for some female employees. Even if the organization offers part-time options, many women will not take advantage of it as this type of arrangement is often seen as "occupational dead end". Even when the option to work part-time is available, some may not take advantage of it because they do not want to be marginalized. Galinsky and Stein (1990) have described that

main problems being faced by employed women include to look after children, and elders, long work hours, transfers and job demands etc.

Following factors are essential with regard to female employee and WLB-

- The multiple roles performed by women
- Role strain experienced because of multiple roles, i.e., role conflict and role overload
- Organization culture and work dynamics
- Personal resources
- Marriages
- maternity
- social support inclusive of family support and organizational support
- Career orientation
- career stage
- Coping and coping strategies
- Lack of recognition of the

Life stages and performance of female employee

i. Before marriage: Before marriage there are lesser role plays and so the concern for work is maximum; therefore, productivity is at its maximum.

ii. After marriage, before child birth: As the role plays and responsibilities at the home front increase, productivity starts decreasing as the concentration is shifted to the new responsibilities and relations.

iii. After child birth: After the birth of the child responsibilities increase a lot and till the child becomes independent to take care of himself or herself, there is a huge decrease in the productivity of the female employee but after crossing this stage productivity starts increasing. Campbell et.al. (1994) have analyzed the effect of women employment on family life and the impact of family life on work behavior. The research results revealed that women with children were significantly lower in occupational commitment relative to women without children. Contrary to expectation, women with younger children out performed women with older children.

Effective Implementation of Work-Life-Balance Policy:

A suitable policy has to be devised for framing and implementing WLB policy in organizations. The policy may encompass Transportation , Canteen, Day care centres, Postal/saving schemes, Flexi-working hours, part-time working, provide the information about work-life balance policies and special leave arrangement such as Annual leave & public holiday leave, Career Break leave, Leave for elective representative, Health care centres, rewards & recognition, career growth, Job rotation, Incentives, Performance related pays, Rest rooms and other government schemes like maternity, marriage, sick leave benefit, & medical benefits. Following are the essential points which need to be considered while implementing a WLB policy effectively-

- Identification of the need for introducing WLB Policy
- Creation of a Task-force that can lead WLB
- Conduct workshops for awareness and implementation
- Effective communication
- A proactive publicity programme containing job sharing, time flexibility and other policies
- A central database should be created regarding timings, shifts, intervals, leaves, short leaves
- Training sessions for managers
- Feedback from all cadres
- Using intrinsic and extrinsic motivation
- Cost- benefit analysis of WLB
- Relevant changes in appraisal system
- Imbibing WLB in organizational culture

Challenges

McDonald, Brown and Bradley (2005) found that the gap between work-life policies and initiatives and their use, particularly by men and career-oriented employees, was due to five factors:

- Lack of managerial support for work-life balance
- Perceptions of negative career consequences

- Organisational time expectations
- Gendered nature of policy utilisation
- Perceptions of non - cooperation by other employees (i.e. those without family responsibilities)

Efforts to increase employee productivity in recent decades initially came through “high performance management practices” including longer work hours and presenteeism. It is believed that the discretionary effort which results from these practices can negatively impact on work-life balance (Yasbek, 2004/White et al). On the other hand, where discretionary effort is a result of investment in employee well-being, such as through work-life balance provisions, productivity improvements may be compatible with work-life balance (Konrad and Mangel, 2000; Yasbek, 2004). Sahibzada et al (2005: p.834) say overall job satisfaction is higher when the work-family culture is supportive rather than just offering family-friendly initiatives.

Following are the major challenges in the implementation of a WLB policy –

- Lack of Co-worker support
- Wrong perceptions of management e.g. staying for long hours is considered as a sign of commitment and high potential (Beauregard and Lesley 2008, 9-12).
- Communication failure on part of the management
- lack of management – workers integration
- Resistance by peer group
- Unwillingness and fear around how to manage a flood of requests if work-life balance initiatives were better communicated (risk management)
- mismatch between what employers offer and what workers want.
- A lack of recognition of the wants and needs of employees.

Conclusion

Male and female employees have different work life imbalances because the expectations from both of them on home front are different; however, on the professional front expectations from both are same as they both have to prove themselves productive from the point of view of the organization. Therefore, WLB strategies for them differ in various ways; but as far as the implications of WLB on performance is considered reduced level of stress, lesser absenteeism, better concentration on work , increase in creativity after implementing WLB policies certainly cast positive implication on productivity. Further, management needs

to consider WLB policies and implementation an investment which has the potential to bring qualitative and quantitative outcome as well.

Recommendations

Following topics can be undertaken for the purpose of research –

- i. Work life balance and women at higher cadres in the organisations
- ii. Work life balance: a comparative study of married and unmarried employees
- iii. Work life balance with respect to the political leaders
- iv. Work life balance with respect to the employees at lower cadres in the organizations
- v. Work life balance: A Two Way Effort by Management and Employees

REFERENCES

1. Amatea ES, Fong ML. The impact of roles stressors and personal resources on the stress experience of professional women. *Psychol Women Q.* 1991s; 15:419–30.
2. Aryee S. Antecedents and outcomes of work family conflict among married professional women: Evidence from Singapore. *Hum Relat.* 1992; 45:813–37.
3. Bachrach SB, Bamberger P, Conley S. Work-home conflict among nurses and engineers: Mediating and impact of role stress on burnout and satisfaction at work K. *Organ Behav.* 1991; 12:39–53.
4. Baruch GK, Barnett RC. Role quality, multiple role involvement, and psychological well-being in midlife women. *J Pers Soc Psychol.* 1987; 51:578–85.
5. Beauregard, Alexandra and Lesley C. Henry (2008), “Making the link between work-life balance practices and organizational performance”, *Human Resource Management Review*, Volume19, Issue 1, article available on www.sciencedirect.com
6. Bedeian AG, Burke BG, Moffett RG. Outcomes of work–family conflict among married male and female professionals. *J Manag.* 1998; 14:475–91.
7. Boise L, Neal MB. Family responsibilities and absenteeism: Employees caring for parents versus employees caring for children. *J Managerial Issues.* 1996; 2:218–38.
8. Boles JS, Babin BJ. On the front lines: Stress, conflict, and the customer service provider. *J Bus Res.* 1996; 37:41–50.
9. Buetell NJ, Greechhaus JH. Paper presented at The Annual Meeting of The Academy of Management. California: 1980. Some sources and consequences of inter-role conflict among married women.

10. Burke RJ. Organizationa values, work experices and satisfactions among managerial and professional women. *J Mangament Dev.* 2001; 20:346–54.
11. Campbell, D. J., Campbell, K. M. and Kennard, D. "The effects of family responsibilities on the work commitment and job performance of non-professional women" *Journal of Occupational and Organizational Psychology*, Vol. 67, No.4, 1994, Pp. 283–296.
12. Chassin L, Zeirs A, Cooper KR. Role perceptions self role congruence and marital satisfaction in dual worker couples with preschool children. *Soc Psychol Quat.* 1985; 48:301–11.
13. Cooke RA, Rousseau DM. Stress and strain from family roles and work-roles expectations. *J Appl Psychol.* 1984; 69:252–60.
14. Coser LA. New York: The Free Press; 1974. Greedy institutions: Patterns of undivided commitment.
15. Dex, S., & Scheibl, F., (1999). Business performance and family-friendly policies. *Journal of General Management*, 24, 4, 22-37.
16. Dex, S., & Scheibl, F. (2001). Flexible and family-friendly working arrangements in UK-based SMEs: Business cases. *British Journal of Industrial Relations*, 39, 3, 411-431.
17. Doress-Wortes PB. Adding elder care to women's multiples roles: A critical review of the caregiver stress and multiple roles literature. *Sex Roles.* 1994; 31:597–613.
18. Dr.Rajesh , Garima , Sanjeev Arora (2008) , “Quality Of Work Life : A Comparative Study Of Public Sector Vs. Private Sector Banks” , *Magalamay Journal Of Management and Technology* , Volume 2 , Number 2 , July-Dec 2008
19. Folkman S, Lazarus RS. New York: Springer Publishing; 1984. Stress, appraisal and coping.
20. Frone MR, Yardley JK, Markel KS. Developing and testing an integrative model of the work–family interface. *J Vocat Behav.* 1997b; 50:145–67.
21. Galinsky, E. & Stein, P. J. (1990). The impact of human resource policies on employees: Balancing work/family life. *Journal of Family Issues*, 11, 368-383.
22. Galinsky E, Bond JT, Friedman DE. The role of employers in addressing the needs of employed parents. *J Socl Issues.* 1996; 52:111–36.
23. Gambles, R., Lewis, S., & Rapoport, R. (2006). *The myth of work-life balance: The challenge of our time for men, women and societies.* West Sussex, England: John Wiley & Sons.

24. Gerson, Kathleen. Moral Dilemmas, Moral Strategies, and the Transformation of Gender. *The Kaleidoscope of Gender*, 2011, p. 399.
25. Gerson, Kathleen. Moral Dilemmas, Moral Strategies, and the Transformation of Gender. *The Kaleidoscope of Gender*, 2011, p. 402.
26. Gill S, Davidson MJ. Problems and pressures facing lone mothers in management and professional occupations - A pilot study. *Women Manag Rev.* 2000; 17:383–99.
27. Gonyea, J.G., & Googins, B.K. (1992). Linking the worlds of work and family: Beyond the productivity trap. *Human Resource Management Journal*, 31, 3, 227-248.
28. Good LK, Grovalynn FS, James WG. Antecedents of turnover intentions among retail management personnel. *J Retailing.* 1988; 64:295–314.
29. Gornick, J.C., & Meyers, M.K. (2003). *Families that work: Policies for reconciling parenthood and employment.* New York: Russell and Sage Foundation.
30. Gray, H. (2002). Family-friendly working: What a performance! An analysis of the relationship between the availability of family friendly policies and establishment performance. Retrieved December 10, 2006 from the World Wide Web: <http://cep.lse.ac.uk/pubs/download/DP0529.pdf>
31. Greenhaus JH, Beutell NJ. Sources conflict between work and family roles. *Acad Manage Rev.* 1985; 10:76–88. Fu CK, Shaffer MA. The tug of work and family. *Personnel Rev.* 2001; 30:502–22.
32. Grandey AA, Cropanzano R. The conservation of resources model applied to work family conflict and strain. *J Voc Behav.* 1999; 54:350–70.
33. Greenhaus JH, Bedian AG, Mossholder KW. Work experiences, job performance, and feelings of personal and family well-being. *J Voc Behav.* 1987; 31:200–15.
34. Guest, D.E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41, 2, 255-279. Hays S. New York: Yale University Press; 1996. *The cultural contradictions of motherhood.*
35. Higgins CA, Duxbury LE, Irving RH. Work-family conflict in the dual-career family. *Organ Behav Hum Decis Process.* 1992; 51:51–75.
36. Hughes DL, Glinsky E. Gender, job and family conditions and psychological symptoms. *Psychol Women Quart.* 1994;18:251–70.
37. Jones, F., Burke, R.J., & Westman, M. (2006). Work-life balance: Key issues. In F. Jones, R.J. Burke & M.
38. Khan RL, Wolfe DM, Quinn R, Snoek JD, Rosenthai RA. New York: Weley; 1964. *Organizational stress.*

39. Kopp RG, Ruzicka FM. Women's multiple roles and psychological well-being. *Psychol Rep.* 1993;72:1351–4.
40. Marks S. Multiple roles and role strain: Some notes on human energy, time, and commitment. *Am Sociol Rev.* 1977;42:921–36.
41. Maskowska Z. Psychosocial characteristics of work and family as a determinant of stress and well-being of women: A preliminary study. *Int J Occup Med Environ Health.* 1995;8:215–22.
42. Maxwell, G.A., & McDougall, M. (2004). Work-life balance: Exploring the connections between levels of influence in the UK public sector. *Public Management Review*, 6, 3, 377-393.
43. McDowell, K. Ray, & K.Ward, K. (Eds.): *Gender divisions and working time in the new economy: Changing patterns of work, care and public policy in Europe and North America.* Cheltenham, UK: Edward Elgar
44. Phillips SD, Imhoff AR. Women and career development: A decade of research. *Ann Revw Psychol.* 1977; 45:31–55. Piotrkowski CS, Rapoport RN, Rapoport R. Families and work. In: Sussman M, Steinmetz S, editors. *Handbook of marriage and the family.* New York, NY: Plenum; 1987.
45. Rapoport R, Rapoport RN. New York: Praeger Publishing; 1980. *Work, family and the career.* Reskin B, Ross CE. *Jobs, authority, and earnings among managers: The continuing significance of sex.* *Work Occup.* 1992; 19:342–65.
46. Reskin B, Padavic I. Thousand Oaks: Pine Gorge Press; 1994. *Women and Men at Work.*
47. R. Development and validation of work-family conflict and family-work conflict scales. *J Appl Psychol.* 1996; 81:400–10.
48. Rizzo JR, House RJ, Lirtzman SI. Role conflict and ambiguity in complex organizations. *Adm Sci Q.* 1970; 15:119–28.
49. Sahibzada, Hammer, Meal and Kuang, 2005: The moderating effects of work- family role combinations and work-family organizational culture on the relationship between family-friendly workplace supports and job satisfaction. *Journal of Family Issues*, 26(6):820-839.
50. Schular C. Women and work: Psychological effects of occupational contexts. *Am J Sociol.* 1978; 85:66–94. Sharma S. Multiple role and women's health: A multi-linear model. *Equal Oppor Int.* 1999; 18:16–23.

51. Stover DL. The horizontal distribution of female managers within organization. *Work Occup.* 1994; 1:385–402. Subash Nath, Soumendra Patra (2010) “ BETTER WORK-LIFE BALANCE: A STRATEGIC BUSINESS ISSUE ” , *AIMA Journal Of management* , Volume 4
52. Super DE. A life-span, life-space approach to career development. *J Vocat Behav.* 1980;16:282–9.
53. Tahmincioglu, Eve (June 21, 2010). "More Dads Looking To Balance Work and Family". *NBC News*. Thorne, B. (2011).
54. "The crisis of care". In Garey, A. I.; Hansen, K. V. *At the Heart of Work and Family: Engaging the Ideas of Arlie Hochschild*. New Brunswick: Rutgers University Press. pp. 149–160. ISBN 978-0-8135-4956-9
55. White B. The career development of successful women. *Women Manage Rev.* 1995; 10:4–15.
56. Williams, J. (2000). *Unbending gender: Why family and work conflict and what to do about it*. New York, NY: Oxford University Press
57. White, M., Hill, S., McGovern, P., Mills, C., & Smeaton, D. (2003). 'High-performance' management practices, working hours and work-life balance. *British Journal of Industrial Relations*, 41, 2, 175-195.
58. Workplace Productivity Working Group (WPWG), 2004: *The Workplace Productivity Challenge. Summary of the report of the Workplace Productivity Working Group.* www.dol.govt.nz/productivity
59. Yang N, Chen CC, Choi J, Zou Y. Sources of work-family conflict: A Sino-U.S. comparison of the effects of work and family demands. *Acad Manage J.* 2000;43:113–23.
60. Yasbek, P. (2004). *The business case for firm-level work-life balance policies: A review of the literature.* Retrieved 10 December, 2006 from the World Wide Web: www.dol.govt.nz/PDFs/FirmLevelWLB.pdf
61. Yasbek, P. (2004): *The business case for firm-level work-life balance policies: a review of the literature.* Department of Labour, Wellington. www.dol.govt.nz