

WORK LIFE BALANCE AND INTENTION TO QUIT AMONG FEMALE WORK FORCE

Ms. Shumaila Atiq ^a, Dr. Salman Iqbal ^b, Ms. Mamoona Rasheed ^c

^{abc} University of Central Punjab, Lahore, Pakistan

Corresponding email: salman.iqbal@ucp.edu.pk

Abstract

Employees are an asset for any organization. A huge amount is invested by the organizations on recruitment, hiring, training and retention of employee. When an employee quits his/her job due to any reason, it creates a financial burden on employer. Currently, work life challenges are most important reason of employee turnover particularly in female work force. The basic purpose of this research is to examine the understanding of work/life balance issues of female workers in higher education sector and corporate sector. Data is collected through questionnaires with female faculty members of higher educational institute and female employees of banking sector. The results indicated female workforce intended to leave their job and career if the WLB is disturbed in the absence of organizational and family support because it creates stress and pressure on female work force. From the results, it can be concluded that organizational and family support is very important for maintaining a Work life balance (WLB). This study will improve the understanding what is known about female employees' work life challenges and applied implications hide in the arena of human resource department, to design the policies to ensure WLB which lead to less employee turnover.

Keywords: Work Life Balance, Organizational Support, Family Support, Intention to Quit.

1. Introduction

In the current dynamic business environment, the issues of employees work life balance, particularly in female employees is under research (Aycan & Eskin, 2005). Mostly, employees and managers do not recognize the balance between individual's life at work place and back home. Therefore, work life balance is a term that used to describe the balance between personal and professional life. It is defined as the employee's satisfaction at work and home commitments (Greenhaus et al., 2003). In an organization, the challenges of work life balance are risen among many females employees due to fulfill the job demands they ignore their families responsibilities. Today, in fast growing phase of life, female's employees found it difficult to manage the balance between personal and professional responsibilities. Also, it has been observed in the practical field that the employees who start the work with utmost enthusiasm, often ends up merely balancing the juggling act. The female employees are continuously trying to balance the work and personal life. It is more like rowing two boats at the same time. Furthermore, employees want to show the best performance at the work place and try to manage both, the effect of one on the other, leads to good and bad 'spillover' (Hayman, 2005). The ambition filled employees embark at the job they set the goals to achieve and yet want to keep the personal life as normal as possible, but the mounting work load, stressing work demands and hectic routine, leave the employees essentially, detached from the normal family life. Additionally, personal life is another extremely important and integral part of the employee's life and exactly like career, demands full attention and indulgence (Tierney, 1988). It could be

argued that employees try to work the way through both with full capacity and capability, but mostly it becomes an immensely demanding. Both the parts of employees' life pull and push at the same time; therefore, most of time they lose balance between them. At family side, neglecting spouses and children, missing family functions and responsibilities, insufficient time spent with family, often create family issues and even serious marital problems resulting in separation and even divorce. If the balance shifts away from workplace, then work becomes neglected; deadlines are missed, projects are compromised; meetings at office are often missed; this may eventually result in termination or rendering of resignation on employees' part (Amanda, et al., 2012). However, if an employee decides to keep both the fields in best of the terms ends up in immense mental stress, fatigued and hectic routine and in great peril of losing work-life harmony (Bryant & Constantine, 2006). To cope up with these issues it is important for employees to create balance between the work and life. WLB has been progressively studied in the last two decades by the Behavioral and Psychological investigators and researchers. Work place stress is observed as the largest issue in the mostly European working situation (Drago & Williams, 2000). Work depression has been connected broadly with strong effects on employees' wellbeing, in several professions like educational instructors (Fox & Schwartz, 2006). Over the last era, Pakistani institute of higher education have gone through significant organizational variations such as reorganization, firing of employee and reduction in government funds. Therefore, as a result, work depression is affecting employee's professional and domestic lives negatively. To meet the increasing demands of growth in education sector, the role of Higher Education Commission is getting more significant in Pakistan. These increases of universities and institutions have also generated the wide opening of job scenario for the aspiring and ambitious workers (Tierney, 1988). Although this dynamic working environment, a large number of women has joined the academics and banks, females are still limited in these sectors. The probable reason for this phenomenon is the challenges between fulfilling work demands and personal and family needs. Therefore, in Pakistani culture, the family is highly involved in household responsibilities. Due to cultural differences with western countries, the duties of Pakistani women towards their families involve attending to their family by being a good daughter, sister, dutiful wife, daughter-in-law and mother. These involvements do not help to reduce the work family conflict whether they receive support from their family or not. According to Shaffer et al., (2011) study different construct in various cultures may take on diverse meanings, conflict is generated when the family involvement interpreted in work responsibilities, require time and energy. Moreover, the concept of WLB, along with its implications, is core issues that must be investigate as more women joining higher education and banks as career in Pakistani society. Furthermore, employee turnover in corporate sector is a big problem to losing talented workers may result to diminish in productivity and profits (Larkin, 1995). Much research has been conducted in Western countries like U.S, U.K, Australia and South America (Spector et al., 2007). As the culture and values of Pakistani societies are different from the Western culture; therefore it is necessary to verify the relationship between these contracts in Pakistani society. In addition, there has been a few research conducted on female workforce in the field of higher education and banking sectors normally it is assumed that educational sector is best suitable career for female especially in eastern society because there is somehow flexibility in working routine as compare to other career (Half, 1982). However dilemma is that the working load in educational sector has increased in past years and for female faculty it has become difficult to maintain balance between work and non-work life and subsequently mostly female who are unable to keep WLB leave their job and career (Bryant & Constantine, 2006). The aim of this study is to explain the role of organizational and family support in WLB and employee's intention to quit. The research question is do organizational and family supports affect WLB of employees?

2. Literature Review

With the passage of time the number of factors causing WLB issues has increased that's why understanding of WLB issues have become complex. Therefore, work family border theory helps to understand the work and family balance. It also explains that individual employees can manage a balance and border between work life domain. The interest of this theory is a work life balance that refers to employee's satisfaction and good running at work and home that construct a balance in work and personal life (Clerk, 2000, p. 751). Moreover, the main point of this theory is that personal life and work are two different sectors of an employee's life. Both of these domains are important and different from each other in many aspects like aims, culture and responsibilities. An Employee has to make daily many transitions between these two sectors. Each domain has its goals, purpose, focus, responsibilities, and interpersonal style and required time and energy to meet the demands of each sector. Employees can make efforts up to certain limit to create a desired stability between work and life for leading a satisfied life if they fail to make balance then turnover intention is increased (Clerk, 2000).

2.1 Organizational and Family Support

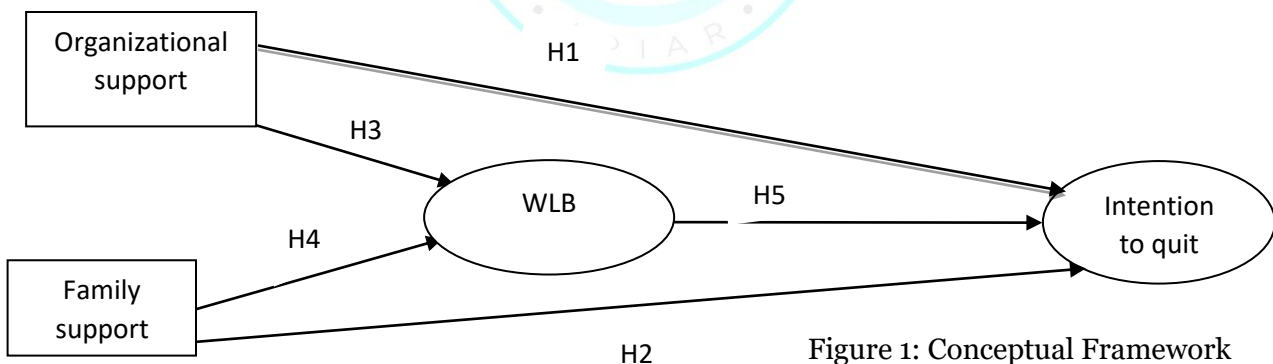
Previous research has shown that organizational support for instant job flexibility, relax working hours and leave policies negatively influences the employee intention to quit. It is possible that employees who having organizational support as flexible working hour, making them better furnished to handle work and family issues and can reduce the intention to quit. On the other side, if organizations do not provide flexibility in work then employees face stress, poor health conditions that form intention to quit in employees and in the long run it leads to employee turnover. (Taylor & Cosenza, 1998). Deery and Jago (2009) discussed that job pressure on employees' leads to intentions to quit the job as it generates problems to accomplish the family commitments, therefore lack of support from organization leads to intention to quit. Family support is also important to reduce the turnover intention and helps the female employees to continue their job. It may include emotional support for instance care, affection and cooperation from parents, siblings, spouse and other family members may indicate overall family support for employees which are essentially required to maintain their routines and reduced intention to quit. If female employees are receiving no support from their family members, it becomes difficult for them to perform their obligations with work and in order to cope this situation mostly employee leave job or career (Allen, 2001; Guest, 2002). It shows that to fulfill the family demands and commitments, female employees are ready to quit the job. It indicates that the family support and organizational support for an employee are equally essential and then there are more chances to build balance between work and life. Montgomery, Schaufeli, Peeters and Bakker (2005) stated that contrast between personal and family member or between employee and employed caused problems between family and work demands. Organizational and family support resulted in life and professional satisfaction because such support helps in the achievement of essential work and family values. Researchers also suggested that organizational supportive policy may produce more perceptions of control over work and family challenges (Wayne, et al., 2006). Thus, increasing positive attitudes at work that affect more positively at home (Greenhaus & Powell, 2006), similarly with family support (Thomas & Ganster, 1995). Family support includes the spouse and parents support. Recent studies discussed that emotional and instrument supports from family was associated with low level of imbalance between work and life (Adams et al., 1994). Edrali (2013) also found that family support is important to create balance between personal and professional life. It shows that if organization and family provides support to their female employees to produce the equilibrium between the work and life then WLB is also increased.

2.2 Outcomes of Work Life Balance

As earlier revealed, to generate a balance in work and family, it is essential to generate a bond between work family balances with work related consequences. Thus, this study measured the relation of work life balance with intention to quit job or career. Turnover intentions are defined as a conscious and thoughtful willingness to quit the job (Tett & Meyer, 1993). Therefore, there is a strong relationship among WLB and turnover. Recently, researchers found that when WLB is high then turnover intention is low. Moreover, Gordon, Whelan-Berry, and Hamilton (2007) did not find any support of this relationship and suggest that there is more needed to work on this relationship. Greenhaus and Powell (2006) found that organizational and family support acquired by employee (e.g. Flexibility) may result in better employee performance, that has impact on creating more positive impact at work, eventually shifting to a more positive affect in the family domain. In turn, an employee enjoys positive excitements at workplace, should have lower turnover intentions. In order to construct balance between work and life demands, most females involved in intention to quit the job (Hoshschild, 1997). It shows that there are significant relationship between the WLB and intention to quit. Going beyond the definition of the term WLB, work life boarder theory (Clerk, 2000) can be used for better understanding of these relationships. According to this theory, work and life are two sectors for an employee. Each sector has its own culture, objectives and norms. Employees can modify these sectors of life up to some extent to remove differences of these two domains and modification in both of the sector is not possible without organizational and family support. The employees who do not maintain the balance between their work and life usually have more intention to quit their job.

3. Conceptual Framework

Conceptual framework explains that there are two independent variables of this study that include organizational support and family support and one dependent variable that is intention to quit. There is also one mediating variable that is work life balance. The following diagram shows the relationship between these concepts.



Hypothesis:

- H₁:** There is a significant association between organizational support and intention to quit.
- H₂:** There is a significant association between family support and intention to quit.
- H₃:** There is a significant association between organizational support and WLB.
- H₄:** There is a significant association between family support and WLB.
- H₅:** There is a significant association between WLB and intention to quit.
- H₆:** Organizational support has significant association with employee intention to quit through WLB.
- H₇:** Family support has significant association with employee intention to quit through WLB.

4. Methodology

To understand work/life balance issues in higher education and corporate sector, this study used quantitative approach. Quantitative approach is especially useful when researchers want to understand the meaning, situations, and actions from the participant's perspective. The sample population for this study comprised female faculty from private higher education institutions and female employees from banking sector of Pakistan. The sample size of this study was 300 female workers in educational institute and banks.

Measure Instruments

Organizational and family support: To measure organizational support, this study used modified versions of instrument proposed by bond et al (1998) it's include job flexibility and for family support used instrument purposed by King et al (1995). Reliability of organizational support is 0.913 and for family support is 0.906

Work Life Business issues: To measure WLB issues, this study used 9 items form Adam et al, (1996). The reliability for WLB is .710

Intention to quit: Intention to quit the job and career was calculated that is developed by Moore (2000). Reliability for intention to quit is 0.721.

5. Results

Correlation analysis:

To investigate the correlation between independent variables and dependent variables on an individual basis correlations analysis were used.

Table 1: Mean, Standard Deviation and Correlations Matrix:

Latent Variables	Mean	SD	1	2	3	4
Work life balance	29.50	13.98	1			
Intention to quit	29.82	8.19	-0.649**	1		
Family support	34.71	10.82	0.379**	-0.443**	1	
Organizational support	34.34	10.17	0.431**	-0.500**		1

Note: ** shows that significant value at $p < 0.01$

In table 1, correlation analysis directs a major association between the independent and dependent variables along report of their mean and standard deviation. Intention to quit has a high negative association with WLB ($r = -0.649$, $p < 0.01$). Therefore, Intentions to quit is negatively correlated with organizational support at ($r = -0.500$, $p < 0.01$) and also with family support at ($r = -0.443$, $p < 0.01$). WLB shows a strong positive relation with organizational support ($r = .431$, $p < 0.01$) and family support ($r = 0.379$, $p < 0.01$). These results show that organizational and family support is positively related to WLB, as if organizational and family support is provided to individuals than it constructs the balance between work and life and intention to quit is also decreases.

5.1 Regression Analysis

To test the hypotheses, this study directed a series of hierarchical regression analyses and tests the mediation effects between the dependent (intention to quit) and independent variables

(organizational and family support). The control variables (age, qualification, salary, marital status, extended family and kids) entered in the first step. In the second step, the independent variables (organizational support and family support) were entered for dependent variable (intention to quit) respectively. Table 2; represent the result of hierarchical regression analysis. To conduct the mediation analysis we used Baron and Kenny test. The frame work for mediation analysis given by Baron and Kenny (1986) has considered as a vital and important tool of the social sciences research. Kenny's mediation technique was established in this study that suggested relationships among three different types of variables (the independent variables, the mediator variable, and the dependent variables). Firstly, this study used the linear regression analysis to test the relationship among dependent and independent variables. The result indicate that there is a negative relationship between organizational support and intention to quit ($\beta = -0.294, p < 0.005$) which means H_1 was supported. It also shows that family support is negatively significant with intention to quit ($\beta = -0.499, p < 0.005$) that means H_2 was also supported. Similarly, the organizational support is significantly related to WLB ($\beta = 0.207, p < 0.005$) which means H_3 was supported and family support are also relationship between WLB ($\beta = 0.696, p < 0.005$) that H_4 is also supported. Correspondingly, H_5 was also supported that means work family balance significantly predicted turnover intentions ($\beta = -0.557, p < 0.005$). Secondly, this study test the meditational hypotheses H_6 & H_7 by using Baron and Kenny test. Therefore, the WLB is added as mediator to check mediation of WLB between independent and dependent variables. The result shows that WLB is a mediator the relationship between organizational support and intention to quit ($\beta = 0.189, p < 0.005$) and it shows that in this study H_6 is supported. Similarly, WLB is also a mediator relationship between the family support and intention to quit ($\beta = -0.208, p < 0.005$) which means that H_7 is also supported by this study.

Table 2: Mediation effect testing

Standardized Path Coefficients					
Hypotheses		Path	Direct effect		Indirect effect
R ²	β	R ²	β		
H ₁ :	OS → IL		0.25	-0.294	
H ₂ :	FS → IL	0.55	-0.499		
H ₃ :	OS → WLB	0.054	0.207		
H ₄ :	FS → WLB	0.462	0.696		
H ₅ :	WLB → IL		0.721	-0.557	
H ₆ :	OS → WLB → IL				0.818
					-0.189
					-0.508
H ₇ :	FS → WLB → IL				0.772
					-0.208
					-0.419

6. Discussion

Mostly, previous research conducted on WLB is in western countries; however, few researchers collect data from developing countries. The aim of current study is to explain the role of organizational and family support in WLB and employee's intention to quit. Therefore, the work

life balance practices are two way business policies to manage their personal and domestic life, but also help organizations to save their cost and resources by providing employees and opportunity for balancing their work and life. The study focused on work life balance issues in female work force and suggests that although it is important for organizational practices and family to make balance. For the purpose of data analysis, the result indicates that there is a negative relationship between organizational support and intention to quit ($\beta = -0.294$, $p < 0.005$) which means H_1 is supported. The result of this hypothesis is similar with previous studies (Abendroth, 2011). If organization does not provide any support to their employees than the intention to quit is increased (Allen, 2001). It also shows that there is a significant association between organizational support and employee's turnover intention. Organizations used a variety of family-friendly policies and provide the flexible working hours for their employees to decrease the intention to quit (Friedman & Johnson, 1997). Whereas, the result show that family support is negatively significant with intention to quit ($\beta = -0.499$, $p < 0.005$) that means H_2 is supported by this study. The result is consistent with previous studies that conduct on this relationship (Amanda S. Bell, Rajendran, & Theiler, 2012). This study suggest that if employees received less family support, then the intention to quit the job is increased because in Pakistani society the family is first priority for females employees. Similarly, the organizational support is significantly related to WLB ($\beta = 0.207$, $p < 0.005$) which means H_3 was supported. The result is same as previous studies (Thomas & Ganster, 1995). Moreover, Dundus (2008) suggested in his study that organization should make such strategy and policy to resolve the problems of balance between work and personal life in female employees. If employees have young kids, and no caretaker for the elder parents and they received no flexibility in working hours then it generates issues between work and family. The organizations may provide the flexible working schedule (hours) for employees to maintain work life balance (Rogers, 1992). There is a significant relationship between family support and WLB ($\beta = 0.696$, $p < 0.005$) that show H_4 is also supported. The result is similar with previous research on this relationship (Allen, 2001; Rhoades & Eisenberger, 2002). Family support from one's spouse and parents builds a balance between professional and domestic life. The family provide emotional and instrumental support to their female employees by helping them in house hold task, discussing the work place issues and helps to resolve all the problems to make the balance between work and life (Allen, 2001). Correspondingly, H_5 was also supported in this study that means work family balance significantly predicted turnover intentions ($\beta = -0.557$, $p < 0.005$). The finding of our study is consistent with the findings of many researchers in their study (Gayle & Lowe, 2007) (Ward & Wolf-Wendel, L., 2005) (Manger & Eikeland, 1990). In all of these studies, researchers have suggested significant relationship between WLB and employees intentions to leave. It also suggests that when employees have a problem between their personal and professional life then they easily quit the job to produce the balance between work and life. Moreover, the result shows that WLB is a mediator between organizational support and intention to quit ($\beta = 0.189$, $p < 0.005$) and it shows that in this study H_6 is supported. The finding of this study is similar with the previous studies. Grover & Crooker (1995; Thomas & Ganster, 1995) suggest that organizations offered family benefits (schedule flexibility and family benefits policies etc.) to their employees and consequently it increase employee's commitment and also helps to generate the balance between work and family life as decreases the intention to quit. Similarly, WLB is also a mediator between the family support and intention to quit ($\beta = -0.208$, $p < 0.005$) which means that H_7 is also supported by this study. Our results are consistent with Abendroth (2011) study; the accessibility of family support has increased balance between personal and work life and reduced employee intention to leave. King, Mattimore, King & Adams (1995) provide the empirical evidence and highlighted that family members can support the employees to meet the demands of work by providing emotional substance, that consist of encouragement, understanding, supportive and instrumental assistance. And also suggest that family support helps to construct balance between work and family life and decreases the

intention to quit. Additionally, it was hypothesized that WLB mediate the effect of the organizational and family support on employee intention to quit. Results of the mediation regression model established a significant contribution of WLB to the mediate relation between organizational and family support and employee turnover. Subsequently, this study found that organizational and family supports play a crucial role in developing and maintaining effective balance between work and life in organization. It not only decreases employees' turnover, but control uncertainty and confusion among employees (Torun, 2007). This study has important implications for policies makers, HR authorities and organizations. It would be valuable mostly for organizations in order to reduce employee turnover. This study will also contribute theoretically as well as it investigates relationship of organizational and family support, WLB and intention to quit among female workforce that will add the value in literature.

It is concluded that, in the modern era, many females working in different organizations and they faced the problems to accomplish the demands between work and life, so there is a need to found the ways to create balance between work and life. Therefore, this study found that organizational and family support helps the female employees to produce balance between work and family. When female employees received support from organization and family it decreases the intention to quit. Moreover, work life balance also helps to reduce the intention to quit among female employees. This study provides evidence from previous studies. Further, the findings of current study enrich existing literature on WLB and intention to quit either there is very little research in Pakistan in female employees. However, the Pakistani working women struggle to perceive more organizational support and strong family bound to chase a professional career. In this culture the women involvement is very high in household responsibilities so it is very important to generate the balance between personal and professional life.



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