A Study on Work Life Balance of Female Teachers in Ernakulam District

[1]Sabnam EA, [2]Neena Merina & *[3]Dr Vineeth KM

[1]Post Graduate Department of Commerce, Maharaja's College, Ernakulam, Kerala (India)
[2]Post Graduate Department of Commerce, Maharaja's College, Ernakulam, Kerala (India)
[3]Post Graduate Department of Commerce, Maharaja's College, Ernakulam, Kerala (India)

ARTICLE DETAILS

ABSTRACT

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have a balance between work and personal responsibilities and thus strengthening employee loyalty and productivity. Evidence suggests that improvements in people management practices, especially work time and work location flexibility and the development of supportive managers, contribute to increased work-life balance. The present study concludes that Work Place Support, Work interference with Personal Life and Personal Life Interference with Work plays a significant role in the Satisfaction with Work Life Balance. Personal Life Interference with Work is the most influencing factor of Satisfaction. If the personal life is not much satisfied it will automatically affect the efficiency of the employees which in turn results in lack of satisfaction with work and life balance. Management of personal life is imperative and people need to control their own behaviour and expectations regarding work-life balance.

1. Introduction

The great scientist Albert Einstein said that "Life is like riding a bicycle. To keep the balance one must keep moving". While riding, if there is an imbalance and the rider is unable to control, he may fall down. This statement is totally apt for all those employees who are having issues in balancing their work and life especially female employees as they have to face many challenges regarding their work and home. If they fail to maintain parity in their work life and personal life, then the consequences may be serious. In this context, the concept of work life balance (WLB) has gained immense significance. In general, work life balance is all about creating poise between work and life. So the work life balance is the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one domain undermining the satisfactory experience of the others. A good work-life balance may be defined as a situation in which workers feel that they are capable of balancing their work and non-work commitments, and for the most part, do so. Work and family are the two most important domains in a person's life. Work- life balance is a major aspect of the quality of work and life of individuals and couples trying to manage multiple roles. In India, organizations have recognized the need for and value of work-life policies. The teaching faculty members are the facilitators for knowledge and skill through interactive learning methods in management education. Fast changing educational process in the present century has influenced the role of teaching professionals, their responsibilities and teaching activities at management institutes. As a result, they may face stress in their day to day life through common work and non work stressors, ultimately lowering down their psychological well being. Along with teaching, a faculty member has to perform varied other duties such as doing administrative jobs, attending faculty meetings, advising students, guiding project work, internship, summer placement of students, conducting exams, doing assessment and undergoing faculty advancement schemes. Female teachers, in present times, need to cater an equally demanding task profile at home in different roles. Young teaching professionals are thus increasingly confronted with a problem of balancing between work role and an equally demanding role at home.

2. Statement of the Problem

The State of Kerala is relatively traditional one in terms of the structure and the culture of the family. As a family centered society, women are supposed to work for her family. The prevalent societal values and norms directly as well as indirectly teach women and men that women's primary domain is her family and looking after her children and dependents and it is considered as her primary duty. Consequently, women are prone to assign high priority to domestic roles. Such a mind frame holds good as long as the women are not working.

As a family centered society, the dilemma between career and family role put pressure on women in Kerala. For working women, it would pose an array of problems. Firstly, they have to work towards their work and career roles. Secondly, they have to efficiently manage their family role as a wife and mother. Then they have to manage the problems arising out of meeting the obligations and requirements of these two separate spheres. The pressure of societal norms to prioritize family role and work overload due to dual role, leads to role conflict among working women. Besides, there are certain work situations like lack of flexibility in working conditions, discrimination at work etc. that create role conflict among working women.

The present study titled "Study on Work Life Balance of Female Teachers in Ernakulam District" take into consideration and study the work-family conflict from the family domain and work domain and also attempts to analyze the problems encountered by working women by virtue of combining family and career roles and to understand how they achieve equilibrium between family and career. Female teachers

working in different institutions in Ernakulam district is taken into consideration under this study in order to understand the common as well as unique problems experienced and their perception towards various methods to achieve work life balance which in turn results in improved effectiveness in work performance.

3. Objectives

- To study the Work Life Balance of female teachers and the Improved Effectiveness, if any of their Work Performance
- To study the factors leading to satisfaction in Work Life Balance which in turn results in Improved Effectiveness in Work Performance
- To study and compare the Satisfaction with Work Life Balance across the demographic variables
- To examine the perception towards various methods to achieve Work Life Balance

4. Research Hypotheses

- There is significant difference in the Satisfaction with Work Life Balance (SWLB) of teachers
- There is significant relationship between Work Place Support (WPS), Personal Life Interference with Work (PLIW), Work Interference with Personal Life (WIPL) and Satisfaction with Work Life Balance (SWLB)
- There is an association between Satisfaction with Work Life Balance (SWLB) and Improved Effectiveness at Work (IEW)
- There is significant association between demographic factors and Satisfaction with Work Life Balance (SWLB)

- There is significant difference in the perception towards various methods to achieve Work Life Balance.

5. Methodology

The study is based on both primary and secondary data.

- ✓ **Scope:** The present study is confined to the Work Life Balance of Female Teachers in Ernakulam District.
- ✓ **Population:** The female teachers working in the 200 plus educational institutions form the population for the study.
- ✓ **Sample:** A sample of 80 female teachers from various institutions in Ernakulam district formed the basis of the study.
- ✓ **Tools of Data Collection:** The primary data is collected with the help of structured questionnaires and also through google forms. E-resources, books and magazines form the major sources for collecting secondary data.
- ✓ **Tools of Analysis:** Both descriptive and inferential statistics are used for analysing the collected data. The statistical tools applied include mean scores, correlation, regression, One sample t –Test, and One Way ANOVA.
- ✓ **Variables under Study:** The present study conceptualizes the model suggested by A.Rashida Banu and K. Duraipandian (2014).

Table 1 Variables under Study

Variables	Sub Variables	Statement no.
Work Place Support	Work Environment Support	WPS 1
	Organizational Support	WPS 2,3,4
	Manager Support	WPS 5,6,7
	Co-Worker Support	WPS 8,9
Work Interference with Personal Life	Time Based	WIPL 1,2,3,4,5
	Strain Based	WIPL 6,7
	Behaviour Based	WIPL 8,9,10,11
Personal Life Interference with Work	Stress Related	PLIW 1,5
	Marital Related	PLIW 2
	Time Related	PLIW 3,4,7
	Family Intrusion	PLIW 6,8
	Dependent Related	PLIW 9
Satisfaction with Work Life Balance		SWLB 1,2,3,4,5,6
Improved Effectiveness at Work		IEW 1,2,3

Source: Survey Instrument

Table 2 Reliability Analysis

	Scales	Number of Items	Cronbach's Alpha
(A)	Work Place Support	9	0.870
(B)	Personal Life Interference with Work	9	0.876
(C)	Work Interference with Personal Life	11	0.854
(D)	Satisfaction with Work Life Balance	6	0.927
(E)	Improved Effectiveness at Work	3	0.717

Source: Computed from Survey Data

Inference: The scales identified were analyzed for reliability using the Cronbach's alpha model and all five scales were found to have high reliability with Cronbach's alpha above 0.700 (Nunally, 1978)

Normality Analysis

To check whether data is found to be normal, One Sample Kolmogorov Smirnov Test is used and data is found to be normal.

6. Results

(A) Work Place Support

Table 3 Work Place Support

	N	Mean	Std. Deviation	Std. Error Mean	t	df	P Value#	Inference @ 5% Level of Significance
Work Place Support	80	3.6306	0.77239	0.08636	7.302	79	< 0.001**	Significant
Work Environment Support	80	4.0625	1.03537	0.11576	9.179	79	< 0.001**	Significant
Organisational Support	80	3.5083	0.99078	0.11077	4.589	79	< 0.001**	Significant
Managers' Support	80	3.5833	0.92245	0.10313	5.656	79	< 0.001**	Significant
Co-Worker Support	80	3.6688	0.91036	0.10178	6.570	79	< 0.001**	Significant

(Source: Computed from Survey Data)
\# One Sample t Test
**Significant @ 1% Level of Significance

Inference: The perceived work place support is found to be positive with mean scores above 3 in all the variables under study and it is also found to be significant.

(B) Personal Life Interference with Work

Table 4 Personal Life Interference with Work

	N	Mean	Std. Deviation	Std. Error Mean	t	Df	P Value#	Inference @ 5% Level of Significance
Personal Life Interference with Work	80	2.6692	0.83423	0.09327	-3.547	79	< 0.001**	Significant
Stress Related	80	2.5688	1.09297	0.12220	-3.529	79	0.001**	Significant
Marital Related	80	2.1750	1.14488	0.12800	-6.445	79	< 0.001**	Significant
Time Related	80	3.1583	1.04871	0.11725	1.350	79	0.181	Not Significant
Family Intrusion	80	2.8812	1.19133	0.13319	-.892	79	0.375	Not Significant
Dependent Related	80	2.5625	1.32018	0.14760	-2.964	79	0.004**	Significant

(Source: Computed from Survey Data)
\# One Sample t Test
**Significant @ 1% Level of Significance

Inference: Personal Life Interference with Work is found to disturb the Work Life Balance across the different variables except Time Related reasons which show a better perception. The values are found to be significant except for Time Related and Family Intrusion.

(C) Work Interference with Personal Life

Table 5 Work Interference with Personal Life

	N	Mean	Std. Deviation	Std. Error Mean	T	df	P Value#	Inference @ 5% Level of Significance
Work Interference with Personal Life	80	3.0409	0.80235	0.08971	0.456	79	0.650	Not Significant
Time Based	80	3.3700	0.82068	0.09176	4.032	79	< 0.001**	Significant
Strain Based	80	2.9875	1.11371	0.12452	-0.100	79	0.920	Not Significant
Behaviour Based	80	2.6562	0.93911	0.10500	-3.274	79	0.002**	Significant

(Source: Computed from Survey Data)
\# One Sample t Test
**Significant @ 1% Level of Significance

Inference: Strain based and behaviour based factors show a negative perception and behaviour based factors are found to be significant. Time based factors show a significant positive response.

(D) Satisfaction with Work Life Balance

Table 6 Satisfaction with Work Life Balance

|	N	Mean	Std. Deviation	t	Df	P value#	Inference
Work Place Support	80	3.6306	0.77239	7.302	79	< 0.001 **	Significant
Work Interference with Personal Life	80	3.0409	0.80235	0.456	79	0.650	Not Significant
Personal Life Interference with Work	80	2.3625	0.85460	-6.672	79	<0.001**	Significant
Satisfaction with Work Life Balance	80	3.7396	0.96305	6.869	79	<0.001**	Significant

Source: Compiled from Survey Data
One Sample t Test
** Significant @ 1% level

Inference: The perceived Satisfaction with Work Life Balance (SWLB) is found to be positive with mean scores above 3 in all the variables under study except Personal Life Interference with Work (PLIW). Personal Life Interference with work is found to disturb the Work Life Balance as its mean score is least (2.3625). As the P value of Personal Life Interference with Work and Work Place Support is less than 0.001, they are significant at 1% level of significance where as Work Place Support is better. There is a positive response towards the satisfaction with work life balance of female teachers and the value is found significant.

Exhibit 1 Final Regression Model of SWLB and IEW
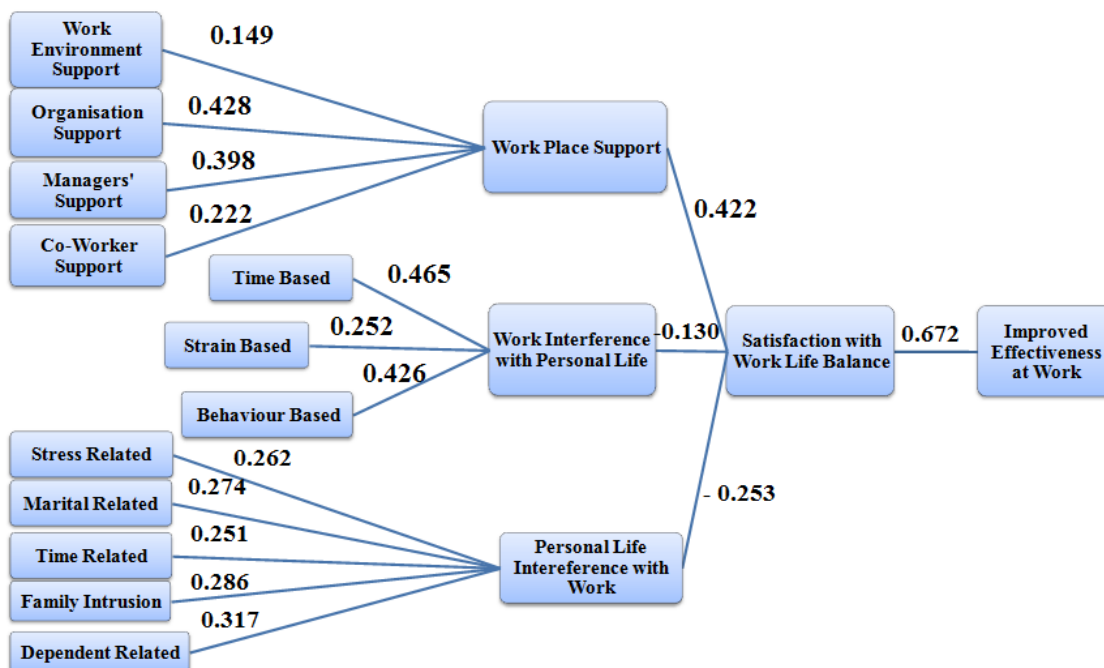
7. Demographic Analysis of WLB

Table 7 Demographic Analysis of WLB

Variable	Category	Mean	P Value#	Inference
Age	Below 30	3.5580	0.549	Not Significant
	30 to 50	3.8000		
	Above 50	3.9048		
	Total	3.7396		
Region	Rural	4.0370	0.030*	Significant
	Urban	3.5881		
Education	Graduate	4.3704	0.027*	Significant
	Post Graduate	3.8148		
	M. Phil. / Ph. D.	3.2544		
	Others	3.7619		

	Total	3.7396		
Marital Status	Single	3.5595	0.689	Not Significant
	Married	3.7672		
	Widow	4.0000		
	Total	3.7396		
Employed Sector	Government College	3.4867	< 0.001**	Significant
	Aided College	3.8182		
	Private Self Financing College	3.2255		
	Government School	4.3750		
	Aided School	4.4083		
	Private Self Financing School	3.1667		
	Total	3.7396		
Employment Nature	Permanent or Regular	3.8088	0.220	Not Significant
	Adhoc or Temporary	2.9444		
	On Contract	3.4815		
	Total	3.7396		
Annual Income	Below Rs 2 lakhs	3.5333	0.240	Not Significant
	Rs 2 lakhs to Rs 5 lakhs	3.6933		
	Rs 5 lakhs to Rs 10 lakhs	3.7759		
	Above Rs 10 lakhs	4.4444		
	Total	3.7396		
Family Type	Nuclear	3.6909	0.404	Not Significant
	Joint	3.9074		
Experience	Below 5 Years	3.1600	0.006**	Significant
	5 to 10 Years	3.9907		
	10 to 15 Years	3.9167		
	15 to 20 Years	4.1111		
	Above 20 Years	4.1333		
	Total	3.7396		
Religion	Hindu	3.6604	0.187	Not Significant
	Christian	4.0476		
	Muslim	3.5667		
	Others	2.3333		
	Total	3.7396		
No. of Children	0	3.4921	0.037*	Significant
	1	3.4412		
	2	4.0375		
	3	2.9167		
	Total	3.7396		
No. of Dependants	0	3.5877	0.046*	Significant
	1	3.2976		
	2	4.1500		
	3	4.3750		
	4	3.7222		
	5	5.0000		
	Total	3.7396		

Source: Computed from Survey Data
Independent Sample t Test / One Way ANOVA
**Significant @ 1% Level of Significance
* Significant @ 5% Level of Significance

Inference:

- ✓ **Age and Satisfaction with Work Life Balance:** Respondents having age above 50 years have higher satisfaction with Work Life Balance followed by respondents between 30-50 age groups. Age groups below 30 also have a considerable Satisfaction with Work Life Balance. The data is found to be not significant.

- ✓ **Region and Satisfaction with Work Life Balance:** Independent sample t test is used to study the association between region and satisfaction with work life balance and the results shows that rural people have better satisfaction with work life balance and the data is found to be significant.

- ✓ **Education and Satisfaction with Work Life Balance:** One Way ANOVA is used to study the association between education and satisfaction with work life balance. Graduates are more satisfied with work life balance and the data is found to be significant.

- ✓ **Marital Status and Satisfaction with Work Life Balance**: One Way ANOVA is used. Employees in the widow category are found to be better satisfied

with work life balance. The data is found to be not significant.

✓ **Employed Sector and Satisfaction with Work Life Balance:** Female teachers in the Government and Aided school are more satisfied with work life balance and the data is found to be significant.

✓ **Employment Nature and Satisfaction with Work Life Balance:** Permanent female teachers are highly satisfied with work life balance. Female teachers employed on contract basis also have a considerable satisfaction towards work life balance. The data is found to be significant.

✓ **Annual Income and Satisfaction with Work Life Balance:** Female teachers having annual income above 10 lakhs are highly satisfied with work life balance followed by employees having income between 5 lakhs to 10 lakhs. The data is found to be not significant.

✓ **Family Type and Satisfaction with Work Life Balance:** Female teachers from joint family are considered to be more satisfied. Nuclear family member also have a considerable satisfaction with

work life balance and the data is found to be not significant.

✓ **Experience and Satisfaction with Work Life Balance:** Female teachers with higher experience have higher satisfaction with work life balance. Female teachers having experience above 20 years are more satisfied with work life balance. The data is found to be significant.

✓ **Religion and Satisfaction with Work Life Balance:** female teachers from Christian religion are relatively more satisfied with work life balance and the data is found to be not significant.

✓ **No. of Children and Satisfaction with Work Life Balance:** Teachers with 2 children have better satisfaction with work life balance and the data is found to be significant.

✓ **No. of Dependants and Satisfaction with Work Life Balance:** Respondents with more dependants are better satisfied with work life balance and the data is found to be significant.

Table 8 Perception towards Strategies to Attain Work Life Balance

Strategies	N	Mean	Std. Deviation	Std. Error Mean	T	df	P Value#	Inference @ 5% Level of Significance
Attending home events	80	4.04	0.987	0.110	9.406	79	< 0.001**	Significant
Starting and finishing work on time	80	4.21	0.822	0.092	13.192	79	< 0.001**	Significant
Fulfilling community role	80	3.60	0.976	0.109	5.500	79	< 0.001**	Significant
Taking work to home	80	3.61	1.206	0.135	4.541	79	< 0.001**	Significant
Time & energy to fulfill the responsibilities outside of work	80	3.66	0.993	0.111	5.968	79	< 0.001**	Significant
Social arrangements	80	3.25	1.207	0.135	1.853	79	0.068	Not Significant
Work during holidays	80	3.48	1.222	0.137	3.477	79	0.001**	Significant
Work more than agreed number of hours	80	3.65	1.159	0.130	5.014	79	< 0.001**	Significant
Limited conversation with family members	80	2.35	1.406	0.157	-4.135	79	< 0.001**	Significant
Overtime work for the family	80	3.11	1.180	0.132	.853	79	0.396	Not Significant

Source: Computed from Survey Data
One Sample t Test
**Significant @ 1% Level of Significance

Inference: The table shows perception towards different strategies to achieve work life balance. Timely completion of work is perceived to be the best strategy followed by regularity

in attending home events. The employees are found to be not willing to compromise on their family interaction and responsibilities.

8. Major Findings

The scale identified were analyzed for reliability using Cronbach's Alpha and all five scales were found to have high reliability (WPS: 0.870, PLIW: 0.876, WIPL: 0.854, SWLB: 0.927, IEW: 0.717) and all the data is found to be normal while checking One Sample KS Test.

✓ The perceived work place support is found to be positive with mean scores above 3 in all the variables under study and it is also found to be significant. Organisational Support and Managers Support are found to be more influencing the factor of Work Place Support.

✓ Personal Life Interference with Work is found to disturb the Work Life Balance across the different variables except Time Related reasons which show a better perception. Dependent Related factor is found to be most influencing factor of Personal Life Interference with Work. The values are found to be significant except for Time Related and Family Intrusion.

✓ Work Interference with Personal Life is found to be high with mean score above 3 in time based factor. Strain and behaviour based factors show a negative perception and behaviour is found to be significant. Regression coefficients shows Time Based factor is considered as the highest influencing factor of Work Interference with Personal Life followed by Behaviour Based factors. Strain Based factors also have a considerable influence on WIPL.

✓ It is found that there is a significant relationship between Work Place Support (WPS), Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW) and Satisfaction Work Life Balance (SWLB). Work Place Support (WPS) is found to be positively correlated, whereas Work Interference with Personal Life (WIPL) and Personal Life Interference with Work (PLIW) have negative correlation with Satisfaction of Work Life Balance (SWLB).Work Place Support (WPS) is the most important factor leading to the Satisfaction with Work Life Balance (SWLB).

✓ Satisfaction with Work Life Balance (SWLB) and Improved Effectiveness at Work (IEW) are found to be positively correlated and the correlation is found to be significant. The Beta Coefficient 0.672 indicates that Satisfaction with Work Life Balance (SWLB) highly influences Improved Effectiveness at Work (IEW).

✓ Respondents having age above 50 years have higher satisfaction with Work Life Balance followed by respondents between 30-50 age groups. Life cycle stages are found to be associated with SWLB herein. Rural people have better satisfaction with work life. Employees in the widow category are found to be better satisfied with work life balance. Graduates are more satisfied with work life balance. Female teachers in the Government and Aided school and permanent teachers are more satisfied with work life balance. Female teachers employed on contract basis also have a considerable satisfaction towards work life balance. Teachers having annual income above 10 lakhs are highly satisfied with work life balance. Teachers from joint family are considered to be more satisfied. Nuclear family member also found to have a considerable satisfaction with work life balance. Teachers with higher experience have higher satisfaction with work life balance. Female

teachers having experience above 20 years are more satisfied. Respondents from Christian religion are relatively more satisfied. Teachers with 2 children have better satisfaction. Respondents with more dependants are better satisfied. That is child and dependents have role in work life balance. All the data is found to be significant except in the case of age, marital status, employment nature, annual income, family type, religion, number of children and number of dependents.

✓ Timely completion of work is perceived to be the best strategy to combat WLB issues, followed by regularity in attending home events. The employees are found to be not willing to compromise on their family interaction and responsibilities.

9. Results of Testing Hypotheses

The study attempted to test the following research hypotheses and the results are as described below:

- **There is significant difference in the Satisfaction with Work Life Balance of teachers**
  The statistical hypothesis is rejected with a p value of less than 0.001 using One Sample t Test, the research hypothesis is accepted and it could be inferred that there is a significant difference in the Satisfaction with Work Life Balance.

- **There is significant relationship between WPS,PLIW,WIPL and SWLB**
  The correlation analysis produced relatively high significant positive correlation of Work Place Support (WPS) with Satisfaction with Work Life Balance (SWLB), along with a significant negative correlation of Personal Life Interference with Work (PLIW) and Work Interference with Personal Life (WIPL) with Satisfaction with Work Life Balance (SWLB). The relationship is further proved with significant regression coefficients.

- **There is an association between SWLB and IEW**
  The correlation analysis produced high and significant positive correlation of Satisfaction with Work Life Balance (SWLB) with Improved Effectiveness at Work (IEW). The relationship is further proved with significant regression coefficient.

- **There is significant association between demographic factors and SWLB**
  Significant association is found between 6 out 12 demographic variables and Satisfaction with Work Life Balance. Hence, the hypothesis is partially accepted.

- **There is significant difference in the perception towards various methods to achieve WLB**
  Significant difference is found to exist in the perception towards various methods to achieve Work Life Balance. Hence, the research hypothesis is accepted.

10. Conclusion

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have a balance between work and personal responsibilities and thus strengthening employee loyalty and productivity. Evidence suggests that improvements in people management practices, especially work time and work location flexibility and the development of supportive managers, contribute to increased work-life balance.

The present study concludes that Work Place Support, Work interference with Personal Life and Personal Life Interference with Work plays a significant role in the Satisfaction with Work Life Balance. Personal Life Interference with Work is the most influencing factor of Satisfaction. If the personal life is not much satisfied it will automatically affect the efficiency of the employees which in turn results in lack of satisfaction with work and life balance. Management of personal life is imperative and people need to control their own behaviour and expectations regarding work-life balance.

11. Suggestions

Based on the study, following suggestions are put forth:

- Since dependent related and family related issues have a high influence in Personal Life Interference with Work (PLIW), due emphasis shall be made to facilitate better flexibility to the extent possible at work.

- As time based and behaviour based factors influences Work Interference with Personal Life (WIPL), efforts shall be made to accommodate the genuine inconveniences in the conduct of work.

- Detailed study of Work Place Support (WPS) revealed that Manager/Supervisor Support and Organisation Support play a prominent role. This further emphasises the importance of support other than Work Environment and Co-workers.

- Personal Life Interference with Work (PLIW) is found to be more negatively influential than Work Interference with Personal Life (WIPL), on Satisfaction with Work Life Balance. This alarms the need for fostering Emotional Quotient and Spiritual Quotient among the work force.

- Improved earnings and relatively settled life cycle stage of senior teachers is reflected in their responses. Due motivation and orientation shall be constructive in building a well composed work force in the organisation. Generations are influenced by the teachers and their emotional and intellectual stability is highly reflected in nurturing fruitful relationships that could elicit wonders at work place.

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