
Work life balance of women labours in Tannery Industry – a comparative empirical study

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Abstract: Work life imbalance is a common issue faced by every working woman in any organisation with varied demographic profile such as educational level, job position, income and experience. Each working woman faces many challenges and juggles between the responsibilities for bringing a balance between work and family. By considering the work life balance issues faced by women employees in the world, the comparative study was conducted to find the work life balance of women labours in tannery industry in two districts of Tamil Nadu. The well-structured questionnaire distributed to 50 women labours in each region. The findings obtained from the data analysis by using statistical techniques such as correlation analysis, Chi-square test and ANOVA. Interested findings obtained from the constructs analysis of the marital status and conflicts faced by them in the work and family life.

Keywords: challenges; juggles; responsibilities; work pressure; work life balance.

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1 Introduction

The work life balance of an individual is all about proper prioritising of profession (i.e. career and goal) in one hand and personal (i.e., family, personal needs, friends, leisure) on other hand (Nath and Patra, 2010). Work life balance according to Smith (2010), is defined as 'individual spending adequate time at job and other pursuits such as family, friends and hobbies. In Indian economy women role is taking a rapid shift from

traditional culture role to a current modernised role and this is because of the monetary pressures which the family experiences. These kinds of pressures have influenced women to enter into the workforce in order to support the family financially and to lead a normal happy life by fulfilling all the demands of the family. This has given a rise to many women to enter into the work environment after their graduation. Men who were traditionally considered as the 'bread winner' of the family has started to accept that women can not only take the responsibilities of a kitchen and family, but can equally work in a workplace sharing their burden of financial requirements. Since women decided to step into workplace they ended up in taking another responsibility along with their family responsibility and this has brought a disturbance in their work life balance. An effective work life balance supports women in achieving the personal as well as professional goals (Dubey et al., 2010). An absence of work life balance is considered to be connected with the behavioural and emotional problems such as anxiety, guilt, melancholy, less productivity and problematic drinking (Kalliath and Brough, 2008).

Work and family responsibilities are different paradigms but are still dependent on one another. Work and family are two dynamic components of life that demands for extra hours and enormous energy from every individual who aspires for healthy work life balance. Hence balancing these discordant roles affects physical and mental well-being of women leading to increased level of stress and anxiety (Kossek and Ozeki, 1998; Schultheiss, 2006; Schwartzberg and Dytell, 1996). Women into the work force show majority of participation and contribution in the total workforce. Men concentrate only on the job at workplace such as job autonomy, recognition, independence, economic incentives, management responsibilities, whereas women concentrate more on family, fascinating and intricate jobs, job content, socio emotional facets, expects support from colleagues and family members. This will have a positive spill over on family life leaving them satisfied with their life (Malik et al., 2010). Cabrera (2007) pointed out that career paths of women tend to be nonlinear.

2 Review of literature

Work life balance did not attain much prominence contemplation till the beginning of 21st century and was considered as less arduous for the organisations to worry about work life balance issues compared to current scenario. The reason behind this was due to the restriction of employment for women as they were traditionally known for house works and care takers. But now women are inflowing into the work force, they are constantly challenged with the demands of work at office, additional responsibilities and commitments at home (Matheswaran and Hemalatha, 2015). Parkes and Langford (2008) defined work-life balance as a person's capacity to meet work and family commitments, along with their other non-works.

2.1 Personal characteristics

Dubey et al. (2010) proved that demographic factors like age, food diet, marital status, educational qualification, family support, work environment plays an essential role in balancing work life of women employees. Warren (2004) found that women with domestic responsibilities have occupied part-time jobs as a valuable way to maintain their

career skills and a secondary source for income. Women who are married give their precedence more to family and child care (Martins et al., 2002). Married women tend to face more work life conflicts than the unmarried ones (Md-Sidin et al., 2008). Tausig and Fenwick (2001) illustrated that presence and absence of kids in a family endures to create an important difference in individuals' notch of equilibrium between work and non-work. Dual earners without children have greater work life balance when compared to working parents with children (Tausig and Fenwick, 2001). Women workers belonging to the age group of 35–55 years were found to have depression and anxiety disorder due to work life imbalance (Leger Marketing on behalf of Wyeth Canada, 2004). Chong and Ma (2010), discovered that higher education and more work experience of individuals helped in enhancing their self-confidence level and also increases their self-efficacy.

2.2 *Family demands*

Work life balance is considered as a universal struggle experienced by every individual at various stages of life, belonging to all kinds of professions (Darcy et al., 2012). A married working women has to play variant multiple roles as a wife, mother, daughter in law, care takers etc. Caring for children and other members of the family can demand for high time requirements placing a strain on them. These responsibilities cannot be ignored by married women. Hence these time commitments may interfere with the women's paid role (Pandu et al., 2013). Kandel et al. (1985) established that family roles generated less stress and strain compared to paid work and domestic chores amid the married working women. Frone et al. (1992) found that family precincts exist to be much penetrable towards paid demands than work precincts towards personal demands. Still women are mainly taking care of domestic chores, irrespective of their job status and this continues to be a problematic reason in balancing the dual roles (Hyman and Summers, 2004). High family demands require an individuals' sustained physical and mental strength to successfully manage these demands, otherwise it may cause stress to an individual (Peeters et al., 2005). Heavy family demands sometime drains the individual's personal resources (personal traits and energy), this causes individual to perform at lower levels in work role leading to stress, burnout, absence from work, pressurised, less faithfulness among dual earner parents (Edwards and Rothbard, 2000). Mathieu et al. (2008) examined the effects of high family burdens of an employee at team level and found it to be duple harmful. Keene and Reynolds (2005) found that overloaded family responsibilities like domestic chores and child care were negatively associated with the exchange of community gestures, loyalty towards work and helping behaviour.

2.3 *Work demands*

The work associated features that interrupt the personal work of individuals are organisational stresses clubbed with the absence of job supremacy. Such interruptions frequently tend to patent themselves varyingly in subject to the nature of job, level of self-sufficiency and managerial support (Hyman et al., 2003). Women become upset and feel annoyed once job avoids them from caring for their family members. Women hate overlapping of the precincts between home and work (Burke, 2002). Sacrificing personal needs and happiness for career achievement may cause professional burnouts, later contributing to poor retention levels among young budding professionals (Grube et al., 2005).

Workload is the reflection of the demands placed on employees' job role which are frequently known as 'job stressor' (Spector et al., 1988). When work demands are strangely high or prolonging, individual risks in concluding downward spiral thereby ending in loss of resources continuously that results in burnout and frustration. These demands stack up because of one's effectiveness is low in dealing with it (Demerouti et al., 2004). The above mentioned researchers also found that the stress and poor performance emerged when work burden is structural or exceeds the normal work load. Working hard was defined as prolonged hours of working which carries beyond the regular overtime functioning of workers (Lyon and Woodward, 2004). Employees with work overload tend to carry their work to home which has often distorted the boundaries of work and life (Baral and Bhargava, 2011). Budharaje (2008) study reported that most of the employees suffered from stress due to high workload and unachievable targets which created anxieties and imbalance between work and family. The development in technologies has made the employees to be more reachable that pressurised them to work for 24X7 (Kumar and Shivakumar, 2011). Organisations value employees who work for longer hours, as working for prolonged hours is seen as a mark of commitment, high potential, competence and loyalty. Employees who work for regular hours are considered as less committed, less productive and are less recognised by the organisations. The performance of an individual is measured on the basis of physically time spent at work place (Beauregard and Henry, 2009).

2.4 Consequences of imbalance

Guest (2002) suggested that an imbalance between family and work domains can deteriorate the performance of an individual and exacerbate the negative behaviour. Dissatisfaction with both domains may also result in psychological issues like stress, frustration, health issues and affect the overall well-being of an individual (37). White et al. (2003), discovered that prolonged hours of working actually deducted the home time, hence high amount of work intensity and work pressures resulted in exhaustion, anxiety and other physic – psychological outcomes that had its adverse effect on quality of life.

According to Greenhaus and Beutell (1985), work – family conflict arises when the demands from the job and personal spheres are irreconcilable to attain. Conflict occurs when time is spent more on one role to meet the requirements (time-based), strain caused due to participation in one role (strain – based) and the explicit behaviour required by one role to achieve the requirement which makes it difficult for the other (behaviour – based). Work-family conflicts are considered as inter role conflicts where the time spent and the pressure experienced at work inhibits the performance of an individual in family responsibilities. Family work conflict was defined as the inter role conflict in which the time spent for family and strain experienced in carrying family responsibilities inhibits the performance at workplace (Netemeyer et al., 1996). These conflicts leads to lower work-family satisfaction, lower performance, stress, lower levels of work-family balance and turnover intentions (Kalliath and Monroe, 2009; Netemeyer et al., 2005; Hill, 2005).

Consequences of imbalance may also lead to depression resulting in declined productivity and higher rates of absenteeism (Seligman, 2011), low employee morale, high turnover intentions, lower productivity of employees and lesser work quality (Hill,

2005). Hochschild (1997) portrayed that conflicts in work and family life has a negative impact on workers' wellbeing and their families' welfare.

3 Objectives of the study

- 1 To find the relationship between age of the respondents and their response towards the number leaves availed in a year.
- 2 To study the association between the current experience of the respondents and their response towards the number of hours spent with the children.
- 3 To find the variance between marital status of the respondents and their response towards work family conflicts and family work conflicts.

4 Research methodology

4.1 Type of research

Descriptive type of research is adopted in this study. Women workers working in Tannery Industry, Tamil Nadu were the target respondents for this study.

4.2 Sample size

The sample size for this study is 100. Women working in Tannery industries in the regions of Ambur (Tirupattur district) and Ranipet (Vellore district) were approached for the study. The researchers have collected filled questionnaire from 50 women workers of each districts. The researchers have adopted convenience sampling technique. The researchers have collected data from women labours whoever is amenable and ready to give information were considered as the sample for the study.

4.3 Research instruments

The empirical study is followed in this research. A well-structured questionnaire was used as a research instrument for this study. The researchers have adopted quality of work life scale (QOWLS) developed by Van Laar et al. (2007). Part 1 of the questionnaire consists of demographic profile of the respondents and Part 2 consists of questions related to measure work life balance (WLB) of women labours.

4.4 Data analysis procedures

The data collected were entered into SPSS software and various statistical tools were used to analyse the data. Correlation coefficient was used to find out the degree of relationship between the independent variable (age of the respondents) and the dependent variable (number leaves availed by the respondents in a year). Pearson's chi-square test was used to find out the level of association between the independent variable (work experience of the respondents) and the dependent variable (number of hours spent with the children). ANOVA was used to find the significant variance between marital status

and work family conflicts and family work conflicts. Conclusions are drawn based on the findings of the research.

5 Data analysis

5.1 Ambur Region

5.1.1 Correlation analysis

Relationship between the age of the respondents and their response towards the number of leaves availed in a year.

Table 1 Crosstabulation

Particulars		Age			Total
		18–23	24–31	32–37	
Leaves availed in a year	Less than 10 days	11	6	2	19
	10 days	3	11	2	16
	10-20 days	3	6	2	11
	20-30 days	2	0	1	3
	More than 30 days	0	0	1	1
Total		19	23	8	50

Table 2 Symmetric measures

Particulars		Value	Asymp. std. error	Approx. T	Approx. sig.
Interval by interval	Pearson's R	0.260	0.160	1.869	0.068
Ordinal by ordinal	Spearman correlation	0.256	0.151	1.833	0.073 ^c
N of valid cases		50			

From Table 1, it infers that 23 respondents with the age group of 24–31 years availed leaves less than 20 days in a year. 19 respondents with different age groups availed leaves for less than 10 days. Only one respondent with the age group of 32–37 was availed leaves for more than 30 days. Three respondents with different age group availed leaves for more than 20 days. 23 respondents with the age group of 24–31 years have availed for more number of leaves when compared to the women labours with different age group.

From Table 2, it infers that the Pearson correlation coefficient is 0.260, it shows a positive correlation between age and the number of leaves availed by the respondents. From the table, it also vivid that increases in the age of the respondents have positive relation with the increase in the number of days leave availed in a year.

5.1.2 Chi-square test

H1 There is a significant association between current experience of the respondents and their response towards number of hours spent with the children.

From Table 3 it infers that 18 respondents with different years of experience were reported that they spent 3–5 hours with their children. 21 respondents did not have any children. Only 1 respondent with the experience of 4–8 years reported that they spent more than 11 hours with their children. 6 respondents with different years of experience were spent less than two hours with their children. Only one respondent with less than a year experience spent 6–8 hours with their children compared to others. Respondents with 4–8 years of experience spent fewer hours with their children.

Table 3 Crosstabulation

<i>Particulars</i>		<i>Current experience</i>				<i>Total</i>
		<i>Below 1 yr.</i>	<i>1–4 yrs.</i>	<i>4–8 yrs.</i>	<i>Above 11 yrs.</i>	
Hours spent with your children	Less than 2 hrs.	2	1	3	0	6
	3–5 hrs.	10	5	2	1	18
	6–8 hrs.	1	2	1	0	4
	Above 11 hrs.	0	0	1	0	1
	Not applicable	6	12	3	0	21
Total		19	20	10	1	50

Table 4 Chi-square tests

<i>Particulars</i>	<i>Value</i>	<i>df</i>	<i>Asymp. sig. (2-sided)</i>
Pearson chi-square	14.857	12	0.249
Likelihood ratio	13.704	12	0.320
Linear-by-linear association	0.000	1	0.987
N of valid cases	50		

From Table 4, the Pearson chi-square value is 0.249 which is greater than the hypothetical value of 0.05. Hence alternative hypothesis is not accepted. Hence there is a no significant association between the work experience of the employees and their response towards the number of hours spent with the children.

Table 5 Directional measures

<i>Particulars</i>		<i>Value</i>	<i>Asymp. std. error</i>	<i>Approx. T</i>	<i>Approx. sig.</i>
Lambda	Symmetric	0.220	0.127	1.605	0.109
	Hours spent with your children dependent	0.172	0.150	1.054	0.292
	Current experience dependent	0.267	0.128	1.849	0.064
Goodman and Kruskaltau	Hours spent with your children dependent	0.094	0.054		0.104
	Current experience dependent	0.116	0.061		0.145

Table 5 infers that the lambda value is 0.172, which infers that there is 17.2% error that can be reduced in predicting the number of hours spent with the children when the researchers have known the work experience of the respondents. Table 6 shows the Cramer's V value is 0.315, it infers that there is a moderate association between the number of hours spent with the children and the work experience of the respondents.

Table 6 Symmetric measures

<i>Particulars</i>		<i>Value</i>	<i>Approx. sig.</i>
Nominal by nominal	Phi	0.545	0.249
	Cramer's V	0.315	0.249
N of valid cases		50	

5.1.3 ANOVA

- H2 There is a significant variance between marital status of the respondents and their response towards work family conflicts and family work conflicts.
- H2a There is a significant variance between marital status of the respondents and their response towards problems at work place irritates them.
- H2b There is a significant variance between marital status of the respondents and their response towards missing family activities due to work responsibilities.
- H2c There is a significant variance between marital status of the respondents and their response towards guilt for not spending enough time with family.
- H2d There is a significant variance between marital status of the respondents and their response towards difficult to be a good spouse or a parent.
- H2e There is a significant variance between marital status of the respondents and their response towards personal and family commitment affects work performance.
- H2f There is a significant variance between marital status of the respondents and their response towards family related issues often distracts them at work.
- H2g There is a significant variance between marital status of the respondents and their response towards the demands of family feel difficult to concentrate on work.
- H2h There is a significant variance between marital status of the respondents and their response towards personal problem irritates them at work place.
- H2i There is a significant variance between marital status of the respondents and their response towards family activities cause lack of sleep.
- H2j There is a significant variance between marital status of the respondents and their response towards family obligations reduces relaxation time.
- H2k There is a significant variance between marital status of the respondents and their response towards family conflict affects routine activities at home.

Table 7 Descriptives

		N	Mean	Std. deviation	Std. error	95% confidence interval for mean		Minimum	Maximum
						Lower bound	Upper bound		
Problems at work place irritates me at home	Single	20	3.65	0.933	0.209	3.21	4.09	2	5
	Married	24	3.08	1.213	0.248	2.57	3.60	1	5
	Divorced	1	3.00	3	3
	Widow	3	3.00	1.000	0.577	0.52	5.48	2	4
	Separated	2	2.50	2.121	1.500	-16.56	21.56	1	4
	Total	50	3.28	1.126	0.159	2.96	3.60	1	5
Miss family activities due to work responsibilities	Single	20	3.55	1.356	0.303	2.92	4.18	1	5
	Married	24	3.46	1.351	0.276	2.89	4.03	1	5
	Divorced	1	4.00	4	4
	Widow	3	2.67	0.577	0.333	1.23	4.10	2	3
	Separated	2	3.50	0.707	0.500	-2.85	9.85	3	4
	Total	50	3.46	1.281	0.181	3.10	3.82	1	5
Guilt for not spending enough time with family	Single	20	3.95	0.826	0.185	3.56	4.34	2	5
	Married	24	3.54	1.179	.241	3.04	4.04	1	5
	Divorced	1	5.00	5	5
	Widow	3	3.33	0.577	0.333	1.90	4.77	3	4
	Separated	2	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.74	1.006	0.142	3.45	4.03	1	5
Difficult to be a spouse or parent as like to be	Single	20	4.20	1.152	0.258	3.66	4.74	1	5
	Married	24	3.33	1.523	0.311	2.69	3.98	1	5
	Divorced	1	5.00	5	5
	Widow	3	4.00	1.000	0.577	1.52	6.48	3	5
	Separated	2	3.50	0.707	0.500	-2.85	9.85	3	4
	Total	50	3.76	1.364	0.193	3.37	4.15	1	5
Personal and family commitment affects work performance	Single	20	3.20	1.240	0.277	2.62	3.78	1	5
	Married	24	3.58	1.412	0.288	2.99	4.18	1	5
	Divorced	1	5.00	5	5
	Widow	3	3.00	0.000	0.000	3.00	3.00	3	3
	Separated	2	3.00	1.414	1.000	-9.71	15.71	2	4
	Total	50	3.40	1.294	0.183	3.03	3.77	1	5
Family related concerns often distracts me at work	Single	20	3.65	1.137	0.254	3.12	4.18	2	5
	Married	24	3.83	1.239	.253	3.31	4.36	1	5
	Divorced	1	5.00	5	5

Table 7 Descriptives (continued)

		N	Mean	Std. deviation	Std. error	95% confidence interval for mean		Minimum	Maximum
						Lower bound	Upper bound		
Family related concerns often distracts me at work	Widow	3	3.00	1.000	0.577	0.52	5.48	2	4
	Separated	2	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.74	1.157	0.164	3.41	4.07	1	5
Demands of family make difficult to concentrate on work	Single	20	3.50	1.318	.295	2.88	4.12	1	5
	Married	24	3.25	1.073	.219	2.80	3.70	1	5
	Divorced	1	4.00	4	4
	Widow	3	2.67	0.577	0.333	1.23	4.10	2	3
	Separated	2	3.50	0.707	0.500	-2.85	9.85	3	4
	Total	50	3.34	1.136	0.161	3.02	3.66	1	5
Personal problem irritates at work	Single	20	3.95	0.999	0.223	3.48	4.42	2	5
	Married	24	3.13	1.454	0.297	2.51	3.74	1	5
	Divorced	1	3.00	3	3
	Widow	3	2.67	0.577	0.333	1.23	4.10	2	3
	Separated	2	4.50	0.707	0.500	-1.85	10.85	4	5
	Total	50	3.48	1.282	0.181	3.12	3.84	1	5
Family activities cause lack of sleep	Single	20	3.30	1.302	0.291	2.69	3.91	1	5
	Married	24	3.17	1.204	0.246	2.66	3.68	1	5
	Divorced	1	4.00	4	4
	Widow	3	3.67	0.577	0.333	2.23	5.10	3	4
	Separated	2	3.50	0.707	0.500	-2.85	9.85	3	4
	Total	50	3.28	1.179	0.167	2.95	3.61	1	5
Family obligations reduces relaxation time	Single	20	3.55	1.276	0.285	2.95	4.15	1	5
	Married	24	3.54	1.021	0.208	3.11	3.97	1	5
	Divorced	1	4.00	4	4
	Widow	3	3.67	1.155	0.667	0.80	6.54	3	5
	Separated	2	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.58	1.090	0.154	3.27	3.89	1	5
Family conflict affects routine activities at home	Single	20	3.70	1.174	0.263	3.15	4.25	1	5
	Married	24	3.25	1.032	0.211	2.81	3.69	1	5
	Divorced	1	3.00	3	3
	Widow	3	4.33	1.155	0.667	1.46	7.20	3	5
	Separated	2	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.52	1.092	0.154	3.21	3.83	1	5

Table 8 ANOVA

<i>Particulars</i>		<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
Problems at work place irritates me at home	Between groups	5.197	4	1.299	1.028	0.403
	Within groups	56.883	45	1.264		
	Total	62.080	49			
Miss family activities due to work responsibilities	Between groups	2.345	4	0.586	0.338	0.851
	Within groups	78.075	45	1.735		
	Total	80.420	49			
Guilt for not spending enough time with family	Between groups	4.045	4	1.011	0.998	0.418
	Within groups	45.575	45	1.013		
	Total	49.620	49			
Difficult to be a spouse or parent as like to be	Between groups	10.087	4	2.522	1.400	0.249
	Within groups	81.033	45	1.801		
	Total	91.120	49			
Personal and family commitment affects work performance	Between groups	4.967	4	1.242	0.725	0.579
	Within groups	77.033	45	1.712		
	Total	82.000	49			
Family related concerns often distracts me at work	Between groups	3.737	4	0.934	0.679	0.610
	Within groups	61.883	45	1.375		
	Total	65.620	49			
Demands of family make difficult to concentrate on work	Between groups	2.553	4	0.638	0.473	0.755
	Within groups	60.667	45	1.348		
	Total	63.220	49			
Personal problem irritates at work	Between groups	11.738	4	2.935	1.921	0.123
	Within groups	68.742	45	1.528		
	Total	80.480	49			
Family activities cause lack of sleep	Between groups	1.380	4	0.345	0.233	0.918
	Within groups	66.700	45	1.482		
	Total	68.080	49			
Family obligations reduces relaxation time	Between groups	0.605	4	0.151	0.118	0.975
	Within groups	57.575	45	1.279		
	Total	58.180	49			
Family conflict affects routine activities at home	Between groups	5.113	4	1.278	1.078	0.379
	Within groups	53.367	45	1.186		
	Total	58.480	49			

From Table 7, it infers that only 2 respondents with the marital status as separated were agreed that problems at workplace irritates them at home and 20 respondents with the marital status as single were disagreed to the same. Only 1 divorced respondent disagreed

that they missing family activities due to work responsibilities and 3 widow respondents were neutral to the same statement. Only 3 widow respondents were neutral towards guilt for not spending enough time with family and 1 divorced respondent strongly disagreed with the same statement. Only 1 divorced respondent strongly disagreed that it was difficult to be a good spouse or parent and 24 married respondents were neutral with the same statement. Only 1 divorced respondent was strongly disagreed towards personal and family commitments affects their work performance and 5 respondents with the marital status as widow and separated were neutral to it. Only 1 respondent who got divorced were strongly disagreed to family related issues often distracts me at work and 3 widow respondents were neutral to it. Only 1 divorced respondent disagreed that demands of family felt difficult to concentrate on work and other respondents irrespective of their marital status were neutral to it. Only 3 respondents with marital status as widow were neutral to the personal problem irritates them at work and 2 respondents with marital status as separated disagreed to the same. Only 1 divorced respondent disagreed that family activities cause lack of sleep and 24 married respondents were neutral to it. About 24 married respondents were neutral towards family obligations reduces relaxation time and 1 respondents with marital status as divorced disagreed to the same. Only 1 divorced respondent was neutral to family conflicts affect routine activities at home and 3 widow respondents were disagreed to the same.

From Table 8, there is no significant variance between employees’ marital status and their response towards problems at workplace irritates them at home, missing family activities due to work responsibilities, guilt for not spending enough time with family, difficult to be a spouse or parent as like to be, personal and family commitments affects their work performance, family related concerns often distracts me at work, demands of family make difficult to concentrate on work, personal problem irritates them at work, family activities cause lack of sleep, family obligations reduces relaxation time, family conflicts affect routine activities at home since the significance value is greater than 0.05. The alternative hypotheses are not accepted.

5.2 Ranipet Region

5.2.1 Correlation analysis

The relationship between the age of the respondents and their response towards number of leaves availed in a year.

Table 9 Crosstabulation

Particulars	Age				Total	
	24-31	32-37	38-43	above 43		
Leaves availed in a year	Less than 10 days	5	2	2	4	13
	10 days	2	2	2	0	6
	10-20 days	1	8	18	2	29
	20-30 days	0	1	1	0	2
Total	8	13	23	6	50	

Table 10 Symmetric measures

<i>Particulars</i>		<i>Value</i>	<i>Asymp. std. error</i>	<i>Approx. T</i>	<i>Approx. sig.</i>
Interval by interval	Pearson's R	0.175	0.167	1.230	0.225
Ordinal by ordinal	Spearman correlation	0.163	0.170	1.147	0.257
N of valid cases		50			

From Table 9, it is inferred that about 29 respondents with different age groups were reported that they availed leave for 10–20 days in a year and above said 29 respondents, 18 respondents belong to the age group of 38–43 years, 8 respondents belong to the age group of 32–37 years and 2 respondents belong to the age group of above 43 years. 13 respondents irrespective of their age availed leaves less than 10 days. Respondents with the age group of 38–43 availed leaves for more days and respondents who were above 43 years availed leaves for less number of days.

From Table 10, it is inferred that the Pearson correlation coefficient is 0.175, it shows a positive correlation between age and the number of leaves availed by the respondents.

5.2.2 *Chi-square test*

H1 There is a significant association between current experience of the respondents and their response towards number of hours spent with the children.

Table 11 Crosstabulation

		<i>Current experience</i>			<i>Total</i>
		<i>Below 1 yr</i>	<i>1–4 yrs</i>	<i>4–8 yrs</i>	
Hours spent with your children	Less than 2 hrs	1	1	6	8
	3–5 hrs	8	2	25	35
	6–8 hrs	1	2	0	3
	Not applicable	1	3	0	4
Total		11	8	31	50

From Table 11, it is inferred that 25 respondents with 4–8 years of work experience spent 3–5 hours with their children. Eight respondents with different years of work experience spent less than 2 hours with their children. Four respondents did not have children. Three respondents with less than 4 years of experience spent 6–8 hours with their children. Respondents with 4–8 years of experience spent more number of hours with their children and respondents with 1–4 years of experience spent less number of hours with their children.

Table 12 Chi-square tests

<i>Particulars</i>	<i>Value</i>	<i>df</i>	<i>Asymp. sig. (2-sided)</i>
Pearson chi-square	21.483	6	0.002
Likelihood ratio	20.296	6	0.002
Linear-by-linear association	4.117	1	0.042
N of valid cases	50		

From Table 12, the Pearson chi-square value is 0.002 which is lesser than the hypothetical value of 0.05. Therefore, alternative hypothesis is accepted. Hence there is a significant association between the working experience of the women labours and the number of hours spent with the children.

Table 13 Directional measures

<i>Particulars</i>			<i>Value</i>	<i>Asymp. std. error</i>	<i>Approx. T</i>	<i>Approx. sig.</i>
Nominal by nominal	Lambda	Symmetric	0.176	0.105	1.535	0.125
		Hours spent with your children dependent	0.067	0.144	0.448	0.654
		Current experience dependent	0.263	0.101	2.357	0.018
	Goodman and Kruskaltau	Hours spent with your children dependent	0.143	0.071		0.002
Current experience dependent		0.214	0.064		0.002 ^c	

Table 14 Symmetric measures

			<i>Value</i>	<i>Approx. sig.</i>
Nominal by nominal	Phi		0.655	0.002
	Cramer's V		0.463	0.002
N of valid cases			50	

Table 13 infers that the lambda value is 0.067, which infers that there is 6.7% error that can be reduced in predicting the hours of time spent with the children when the researchers have known the work experience of the respondents. Table 14 shows the Cramer's V value is 0.463, it infers that there is moderate association between hours of time spent with the children and the work experience of the respondents.

5.2.3 ANOVA

- H2 There is a significant variance between the marital status of the respondents and their response towards work family conflict; family work conflicts.
- H2a There is a significant variance between the marital status of the respondents and their response towards problems at work place irritates them.
- H2b There is a significant variance between the marital status of the respondents and their response towards missing family activities due to work responsibilities.
- H2c There is a significant variance between the marital status of the respondents and their response towards guilt for not spending enough time with family.
- H2d There is a significant variance between the marital status of the respondents and their response towards difficult to be a good spouse or parent.

- H2e There is a significant variance between the marital status of the respondents and their response towards personal and family commitments that affects work performance.
- H2f There is a significant variance between the marital status of the respondents and their response towards family related issues often distracts them at work,
- H2g There is a significant variance between the marital status of the respondents and their response towards the demands of family made difficult to concentrate on work.
- H2h There is a significant variance between the marital status of the respondents and their response towards personal problem irritates at work.
- H2i There is a significant variance between the marital status of the respondents and their response towards the family activities cause lack of sleep.
- H2j There is a significant variance between the marital status of the respondents and their response towards the family obligations reduces relaxation time.
- H2k There is a significant variance between marital status of the respondents and their response towards family conflict affects routine activities at home.

Table 15 Descriptives

Particulars	N	Mean	Std. deviation	Std. error	95% confidence interval for mean		Minimum	Maximum	
					Lower bound	Upper bound			
Problems at work place irritates me at home	Single	4	3.75	0.957	0.479	2.23	5.27	3	5
	Married	25	3.48	0.918	0.184	3.10	3.86	1	5
	Divorced	1	2.00	2	2
	Widow	16	4.00	0.000	0.000	4.00	4.00	4	4
	Separated	4	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.68	0.768	0.109	3.46	3.90	1	5
Miss family activities due to work responsibilities	Single	4	3.75	0.957	0.479	2.23	5.27	3	5
	Married	25	3.96	0.889	0.178	3.59	4.33	1	5
	Divorced	1	3.00	3	3
	Widow	16	4.06	0.250	0.062	3.93	4.20	4	5
	Separated	4	3.50	1.000	0.500	1.91	5.09	2	4
	Total	50	3.92	0.752	0.106	3.71	4.13	1	5
Guilt for not spending enough time with family	Single	4	3.25	0.957	0.479	1.73	4.77	2	4
	Married	25	3.88	0.971	0.194	3.48	4.28	2	5
	Divorced	1	5.00	5	5
	Widow	16	3.88	0.500	0.125	3.61	4.14	2	4
	Separated	4	3.50	1.000	0.500	1.91	5.09	2	4
	Total	50	3.82	0.850	0.120	3.58	4.06	2	5

Table 15 Descriptives (continued)

<i>Particulars</i>	<i>N</i>	<i>Mean</i>	<i>Std. deviation</i>	<i>Std. error</i>	<i>95% confidence interval for mean</i>		<i>Minimum</i>	<i>Maximum</i>	
					<i>Lower bound</i>	<i>Upper bound</i>			
Difficult to be a spouse or parent as like to be	Single	4	4.00	1.155	0.577	2.16	5.84	3	5
	Married	25	4.28	0.792	0.158	3.95	4.61	2	5
	Divorced	1	1.00	1	1
	Widow	16	3.81	0.750	0.188	3.41	4.21	1	4
	Separated	4	4.25	0.500	0.250	3.45	5.05	4	5
	Total	50	4.04	0.903	0.128	3.78	4.30	1	5
Personal and family commitment affects work performance	Single	4	3.50	1.000	0.500	1.91	5.09	3	5
	Married	25	3.80	1.080	0.216	3.35	4.25	1	5
	Divorced	1	3.00	3	3
	Widow	16	3.88	0.500	0.125	3.61	4.14	2	4
	Separated	4	3.50	1.000	0.500	1.91	5.09	2	4
	Total	50	3.76	0.894	0.126	3.51	4.01	1	5
Family related concerns often distracts me at work	Single	4	3.50	0.577	0.289	2.58	4.42	3	4
	Married	25	4.08	0.997	0.199	3.67	4.49	2	5
	Divorced	1	4.00	4	4
	Widow	16	4.06	0.250	0.062	3.93	4.20	4	5
	Separated	4	3.50	1.000	0.500	1.91	5.09	2	4
	Total	50	3.98	0.795	0.112	3.75	4.21	2	5
Demands of family make difficult to concentrate on work	Single	4	3.75	0.957	0.479	2.23	5.27	3	5
	Married	25	3.36	0.860	0.172	3.00	3.72	2	4
	Divorced	1	1.00	1	1
	Widow	16	3.81	0.750	0.188	3.41	4.21	1	4
	Separated	4	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.54	0.885	0.125	3.29	3.79	1	5
Personal problem irritates at work	Single	4	3.25	1.708	0.854	0.53	5.97	1	5
	Married	25	3.56	1.044	0.209	3.13	3.99	1	5
	Divorced	1	3.00	3	3
	Widow	16	3.81	0.750	0.188	3.41	4.21	1	4
	Separated	4	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.64	0.964	0.136	3.37	3.91	1	5
Family activities cause lack of sleep	Single	4	3.00	1.633	.816	0.40	5.60	1	5
	Married	25	3.36	1.036	0.207	2.93	3.79	1	4
	Divorced	1	5.00	5	5
	Widow	16	3.81	0.750	0.188	3.41	4.21	1	4
	Separated	4	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.56	0.993	0.140	3.28	3.84	1	5

Table 15 Descriptives (continued)

Particulars	N	Mean	Std. deviation	Std. error	95% confidence interval for mean		Minimum	Maximum	
					Lower bound	Upper bound			
Family obligations reduces relaxation time	Single	4	3.75	0.957	0.479	2.23	5.27	3	5
	Married	25	3.56	1.121	0.224	3.10	4.02	1	5
	Divorced	1	4.00	4	4
	Widow	16	3.94	0.250	0.062	3.80	4.07	3	4
	Separated	4	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.74	0.853	0.121	3.50	3.98	1	5
Family conflict affects routine activities at home	Single	4	3.75	0.957	0.479	2.23	5.27	3	5
	Married	25	3.48	0.918	0.184	3.10	3.86	1	5
	Divorced	1	2.00	2	2
	Widow	16	4.00	0.000	0.000	4.00	4.00	4	4
	Separated	4	4.00	0.000	0.000	4.00	4.00	4	4
	Total	50	3.68	0.768	0.109	3.46	3.90	1	5

Table 16 ANOVA

Particulars		Sum of squares	df	Mean square	F	Sig.
Problems at work place irritates me at home	Between groups	5.890	4	1.473	2.882	0.033
	Within groups	22.990	45	0.511		
	Total	28.880	49			
Miss family activities due to work responsibilities	Between groups	2.032	4	0.508	0.892	0.477
	Within groups	25.647	45	0.570		
	Total	27.680	49			
Guilt for not spending enough time with family	Between groups	3.240	4	0.810	1.134	0.353
	Within groups	32.140	45	0.714		
	Total	35.380	49			
Difficult to be a spouse or parent as like to be	Between groups	11.693	4	2.923	4.660	0.003
	Within groups	28.228	45	0.627		
	Total	39.920	49			
Personal and family commitment affects work performance	Between groups	1.370	4	0.342	0.408	0.802
	Within groups	37.750	45	0.839		
	Total	39.120	49			
Family related concerns often distracts me at work	Between groups	2.203	4	0.551	0.861	0.495
	Within groups	28.777	45	0.640		
	Total	30.980	49			

Table 16 ANOVA (continued)

<i>Particulars</i>		<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
Demands of family make difficult to concentrate on work	Between groups	9.473	4	2.368	3.681	0.011
	Within groups	28.947	45	0.643		
	Total	38.420	49			
Personal problem irritates at work	Between groups	2.173	4	0.543	0.564	0.690
	Within groups	43.348	45	0.963		
	Total	45.520	49			
Family activities cause lack of sleep	Between groups	6.123	4	1.531	1.632	0.183
	Within groups	42.197	45	0.938		
	Total	48.320	49			
Family obligations reduces relaxation time	Between groups	1.772	4	0.443	0.589	0.672
	Within groups	33.848	45	0.752		
	Total	35.620	49			
Family conflict affects routine activities at home	Between groups	5.890	4	1.473	2.882	0.033
	Within groups	22.990	45	0.511		
	Total	28.880	49			

From Table 15 it infers that only 1 respondent with the marital status of divorced agreed that problems at workplace irritates them at home and 25 respondents with the marital status as married were neutral to the same. 16 respondents with the marital status as widow disagreed that they were missing family activities due to work responsibilities and 1 divorced respondent was neutral to it. Only 1 divorced respondent was strongly disagreed towards guilt for not spent enough time with family and 4 single respondents were neutral to it. Only 1 divorced respondent was strongly agreed that it was difficult to be a good spouse or parent and 25 married respondents disagreed with the same. Only 1 divorced respondent was neutral towards personal and family commitments affects their work performance and 16 respondents with marital status as widow disagreed to the same. 25 married respondents disagreed to family related concerns often distracts them at work and 4 single, 4 separated respondents were neutral to it. Only 1 divorced respondent was strongly agreed that demands of family made difficult to concentrate on work and 4 respondents with marital status as separated were disagreed to the same. Only 1 respondent with marital status as divorced were neutral about the personal problem irritates them at work and 4 respondents with marital status as separated were disagreed to the same. Only 1 respondent was strongly disagreed that the family activities cause lack of sleep and 4 single respondents were neutral to it. Majority of the respondents with different marital status were disagreed that the family obligations reduces relaxation time. Only 1 divorced respondent was agreed that the family conflicts affects routine activities at home and 20 respondents with marital status as widow and separated were disagreed to the same.

From Table 16, there is a significant variance between employees' marital status of the respondents and their response towards problems at workplace irritates them at home, difficult to be a spouse or parent as like to be, demands of family make difficult to concentrate on work, family conflicts affect routine activities at home since the

significance value is lesser than 0.05. Accept alternative hypotheses H2a, H2d, H2g and H2k. The other hypothesis H2b, H2c, H2e, H2f, H2h, H2i and H2j are not accepted. Hence there is no significant variance between employees' marital status and their response towards missing family activities due to work responsibilities, guilt for not spending enough time with family, personal and family commitments affects their work performance, family related concerns often distracts me at work, personal problem irritates them at work, family activities cause lack of sleep, family obligations reduces relaxation time.

6 Findings

Using Correlation analysis the researchers have found that in Ambur Region (Tirupattur District) women belongs to the age group of 24–31 years whereas women labours at Ranipet Region (Vellore district) belongs to the age group of 38–43 years have availed more number of leaves. The reason would be the women labours may have high family responsibilities like Children care, domestic chores etc. This aligns with the findings of Seligman (2011). Using Chi-square test the researchers found that in Ambur Region, there was no significant association between the work experience of the respondents and the number of hours spent with the children whereas the women labours in Ranipet Region found to have a significant association between the work experience of the respondents and the number of hours spent with the children. The variation in results may be due to different working conditions, workload assigned to workers, flexibility in the job and family responsibilities.

Using ANOVA, the researchers have found that in Ambur Region, there was no significant variance between workers' marital status and their response towards work family conflicts like problems at workplace irritates them at home, missing family activities due to work responsibilities, guilt for not spending enough time with family, difficult to be a spouse or parent as like to be and family work conflicts like personal and family commitments affects their work performance, family related concerns often distracts me at work, demands of family make difficult to concentrate on work, personal problem irritates them at work, family activities cause lack of sleep, family obligations reduces relaxation time, family conflicts affect routine activities at home. In case of women labours at Ranipet Region, it found that the marital status of respondents have a significant variance between work family conflicts like problems at workplace irritates me at home, difficult to be a spouse or parent as like to be and family work conflicts like demands of family make difficult to concentrate on work, family conflicts affect routine activities.

The maximum of 25 married women labours in both regions were neutral about problem at workplace irritates them at home; 4 disagreed that they miss family activities due to work responsibilities and feel guilt for not spent enough time with family. Married women labours working at Ranipet were disagreed that it was difficult to be a good spouse or parent, whereas in Ambur Region the women labours were neutral about difficult to be a good spouse or parent. Married women labours in both the regions were disagreed that personal and family commitments affect their performance; they also disagreed about family related issues often distracts them at work. The women labours in both regions were neutral about demands of family made difficult to concentrate on work. The women labours in both the regions were neutral about personal problems irritates

them at work and about family activities cause lack of sleep. Married women labours from Ambur Region were neutral about family obligations reduces relaxation time, whereas women labours from Ranipet Region were disagreed to them same. Women labours from both the Regions were neutral about family conflicts affect routine activities at home. This shows that women labours at Ranipet Region have better work life balance when compared to women from Ambur Region.

7 Conclusions

Each and every human being aims for a happy life in order to succeed in both the domains of life: personal and professional for a greater satisfaction in personal and work life. But in the competitive scenario, managing a stressful profession and dedicating quality time for family is a great challenge. Therefore, it becomes inevitable for the management of educational institutions to consider the faculty members' WLB that fosters effective Performance and Satisfaction. The women labours in tannery are facing women life issues. The tanneries can provide need based training programmes for the women labours to cope up with stress and to encourage on research activities as study reveals that the faculty members are happy with the salary but consider their job to be monotonous and not creative. Persons involved in work life balance policy making and professional preparation must consider the importance of WLB of women labours in Tannery and other industry employees and can provide better welfare measures, facilities for improving their WLB. This leads to employees' job satisfaction. Decision makers must take steps into organising workshops and picnic to nurture and training programme on interpersonal relationships would develop the respondents to perform better in both work and family. Awareness can be given to all the employees regarding the availability of the work life provisions in the industry.

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