

WORK LIFE AND MARRIAGE LIFE BALANCING OF ABC COMPANY

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Abstract

The purpose is also to present and discuss specifically the fact that work–life is out of balance and in need of attention for most married employees irrespective of the different sectors. To balance both work and marriage life we need work satisfaction as well as family satisfaction. This study has been essential for assessing the growing need for work life balance policies, programs for the married employees and for the further developments of the organizations. This research is mainly focuses the how marriage life is impact on work balance. To conduct the research the textile industry was selected because most of men and women are working there. Due to limitation of the time and resources ABC Company was selected as the research site. The study is qualitative in nature. As the primary data was collected using a structured questionnaire which was personally distributed among married employees in ABC Company, observations and informal interviews. The secondary data sources that used this study were company website, company handbook, Internet data sources, online libraries, prior researches on the relevant fields and books etc. This case study examines the how marriage life impact on work life and find a pattern of work life balancing in ABC Company. As per finding of this study non- executive level employees are not satisfied with their work life and family life balance than executives. But when consider overall situation of our selected company, it has satisfactory situation for both executive and non-executive employees. According to the survey 67% non-executive employees are satisfied about their work life and family life and 80% executive employees are satisfied about their work life and family life.

Keywords: Work life balance, Work satisfaction, Family satisfaction, Affecting factors

1 Introduction

Increased on competition and radical technological changes has resulted in organizations to be more competitive, agile, flexible and customer focused. Consequently, organizations require, empowered employees possessing higher competencies and multitasking skills in order to ensure sustained growth at minimum operational costs. Employees working modern organizations most often face eternal challenges of performing well and are forced to addict most of their time at work in this enhanced competitive work setting.

However, commitment towards employee development, obligation to family and social life in order to fulfill the responsibilities and duties along with organizational obligations are imperative for any individual employee. The balancing act of an individual in these dimensional aspects of life namely organizational, societal and employee's personal life is termed as work life balance.

Hye Kyoung Kim and Young Hyung Kim (Hye Kyoung Kim, Young Hyung Kim, 2017) stated that "Employees need to be successful in both their family lives and work lives by fulfilling the requirements in the two areas, and associations need to help their workers' needs by giving family-friendly arrangements and advantages, which can prompt a more elevated amount of organizational commitment among the employees."

Susanna Lo (Susanna Lo, 2003) said that participation rate of married women in the workforce is rapidly increasing compare to the men. As a result of that married women with children has ignited considerable interest in how they manage the often conflicting demands of work and family.

Therefore this study is basically for assessing the prevalence of work life among married employees. Employee satisfaction is mainly affected to the organizational wellbeing and effectiveness and efficiency. Not only that but also family satisfaction is need to happier social life. Therefore both employee and family satisfaction is very essential to balance marriage life and work life.

This situation can be applicable in Sri-Lanka also. Therefore, the concept of work life balancing, along with its implications, is a core issue that must be investigated as the number of married employees is on the rise and the problems they face because of it is without doubt quite serious. The purpose is also to present and discuss specifically the fact that that work-life is out of balance and in need of attention for most married employees irrespective of the different sectors. This study has been essential for assessing the growing need for work life balance policies/programs for the married employees and for the further developments of the organizations.

This research is mainly focuses the how marriage life is impact on work balance. To conduct the research the textile industry was selected because most of men and women are working there. Due to limitation of the time and resources can't take all textile companies. Therefore ABC Company was selected as research site.

2 Literature Review

2.1 Introduction

In this section provides a brief review of the relevant literature: Marriage Life and Work Balancing. In this chapter we mainly focus on what are the distinction theories, what are the definitions, viewpoints and perspectives on our research topic. When we searching about our topic we can find there are some factors that effecting the "Work Life and Family Life Balance". They are demographical factors, Family support, conflicts, satisfaction and educational factors. We are focusing and pay attention to the previous researches that give suggestions to increase the "Work Life and Family Life Balance". Clark, 2000 gave the simple definition that Work and Family Balance is defined as work satisfaction and family life satisfaction. Also Greenhaus and colleagues, 2003 exposed in detail engaging work and family role equally is defining as work and family life balance. This can divide in to three parts. Time balance, Involvement Balance and satisfaction balance are those three parts. Carlson *et al*, 2013 expound when we consider the researches and studies done base on work and family life balance we can see the majority of studies are done focusing on the negative consequences on imbalance in the work and family life balancing. Kelly *et al*, 2013 shows these conflicts on work and family life balancing mainly arise due to lack of time and energy that individual have to split over family and job. After all these definitions it can define narrowly work and family life balance as the absence of Family and Work conflicts (Farveh Farivar, Roslyn Cameron, Mohsen Yaghoubi, 2016).

2.2 Demographic factors that affecting to the Work and Family Life Balance

- **Gender:** - According to the Business Dictionary Gender is define as "Culturally and socially constructed differences between men and women (as indicated by terms such as 'gender affairs' and 'gender politics') that varies from place to place and time to time". When we reading the journal articles we can see various definitions and explanations based on the gender. Yeandle (1984) expound Increasing in women participation in the employment is improving the flexible, "Family-Friendly" work arrangements help to promote work family reconciliation (Dirk Hofäcker, Stefanie König, 2013). Also Eurofound (2012) sows that to have gender equality and quality working condition it is necessary to have work and family life balance (Dirk Hofäcker, Stefanie König, 2013, p. 615). Pfau-Effinger (2004) expounds in the most of European countries males are earning more and females are less earning. Males are fulltime workers and females are part time or lower working hours (Dirk Hofäcker, Stefanie König, 2013). Sayer (2010) describes that house holding activities are still continuing under responsibility of women (Dirk Hofäcker, Stefanie König, 2013)

- **Age:** - In Sri Lanka 25-54 years (Prime working age) and 55-64 years (matured working age) are majority consist with females (CIA World Fact book, 2018).
- **Race:** - El-Ghannam (2001, 2002) expounds in Islamic countries these countries indicates more power differences. In those countries they are giving more value about boys than girls. Also there is a strict gender role where the women have more responsible for home and family (Ali, 2005; Metcalfe, 2006, 2007, 2008; Mostafa, 2003) El- Saadawi (1982) and Sidani (2005) expound that in Islamic countries there is small number of women labors who involved with higher level management and politics due to their religious values (El-Kot, Ronald J. Burke Ghada, 2010).
- **Parental Status:** - Hamilton *et al* (2006) stated that in traditional Western and Asian countries for women they consider being a wife and become a mother as a carrier path. There for typically work and family life conflicts researches build the assumption that female workers that have no children are less or no conflicts in balancing work and life than the married women who have children (Hye Kyoung Kim, Young Hyung Kim, 2017). Women who being married and having children under year eighteen can be one of the important determinant of work and life conflicts (Grazywacz *et al.*, 2006; Kirchmeyer, 2002). Also Karsten (1994) and Rose (1987) expound from the previous studies shows that, those women who have married and having children under year eighteen have to allocate more time to their family than their career (Liani, 2009)
- **Education Status:** - In previous studies it has found that person who has higher education and more working experience will help to install more confidence over the work and life increase the self-efficiency of the person (Eric Chong and Xiaofang Ma, 2010).
- **Facilities provide by the entity:** - According to the research done previously in Korea, it is very helpful to women participation in the labor force that day cares developed by government and also they may help by the flexible time schedule of working that managed by government to reduce their conflicts over the work and Family Life balance (Hye Kyoung Kim, Young Hyung Kim, 2017).
- **Position or Designation of the Employer:** - According to Work-life balance: contrasting managers and workers in an MNC finds that Managers will get the benefits of the firms (Moore, 2007) work life balance management policies. Managers may face the more problems due to their load of works and little amount of time. Managers will focus more on their works than the family. In other hand workers' situation was opposite side of the managers. Workers are better in balancing work and life because they are working in a

shift system. And they have ability to stay with their family and focus on their activities. (Moore, 2007).

2.3 Work and Family conflicts

According to Todd, (2004) the work and life balance is coined over about 20 years ago. In 1970s and 80s' it has begun when the men and women start to work to their own career development. They have given their priority to the work over the community affairs like family, friends, etc. (Farid A. Muna, 2009). Greenhaus and Beutell (1985) stated that in today world an individual worker plays several roles in a society. As example employee, parent, spouse, son or daughter and member of a charity. So acting in a several characters, individuals need more time, energy, and skills. A define for work family conflicts "a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respects. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Hye Kyoung Kim, Young Hyung Kim, 2017).

Aryee *et al*, (1999) expound According to the previous studies done by the work and family life conflicts state that there is positive relationship between the work load, Work role ambiguity and work family conflicts (Susanna Lo, 2003).

2.4 Work and Family Satisfaction

In an academic writing work family conflict is a popular topic that is hard gives a specific definition and discourses (Frone, 2003). In general associate with an overall scene of harmony or equilibrium in life (Clarke *et al.*, 2004). According to the Higgins *et al* work and family balance as "perceptual phenomenon characterized by a scene of having achieved a satisfactory resolution of the multiple demand of work family domains" (Higging *et al*, 2000). Work to Family conflicts, Family to Work conflicts, Work to Family facilitation, Family to Work facilitation are the four-fold taxonomy that introduce by Frone (2003). From the empirical test there can't see the relationships among those patterns (Aryee *et al.*, 2005). There for it need to fulfill to a certain level of these components to bring an individual person to satisfaction (Valcour, 2007). In a simple word Satisfaction with work and family life balancing is an amount of resource that that individual allocate to response efficiency to their work and family as well as individuals response to this assessment. (Valcour, 2007). Valcour (2007) expound According to the previous researches the satisfaction with the work family balance is a negative relationship among with the working hours and positively relationship with job complexity and control over work (Barbara Beham, Sonja Drobnič, 2010)

2.5 Suggested methods to overcome work and family conflicts

(Susanna Lo, 2003) by the research "Perceptions of work-family conflict among married female professionals in Hong Kong" note that that the married women in the Hong Kong are experienced and sources with work and family conflicts and their preferred to family friendly policies. According to the research, women in the Hong Kong city is family oriented but they need to work long working hours. So they are struggle with a lack of time, commitment and

energy. But to overcome these problems there traditional Chinese family background was helping them. In traditional Chinese family married women get help to do their family work by husband (Susanna Lo, 2003).

A research article, “Work-family conflict among female employees in Israeli hospitals” notes that the significant relationship of income is related in first stage with work family conflicts and Family Work conflicts in final stage (Liani, 2009). Therefore it shows that in hospital sector there are no increasing work family conflicts in higher paying jobs. Sometimes employee’s income who work in a public sector with a high ranked responsibilities require more time to spent to their job. From that there will be increase in the work family conflicts. Also in that research article shows that employees who have more experience may help to deal with conflicts more confidently. Also this research article shows us that relationship in the working full time and Work family conflicts. Working full time may increase the work family conflicts. Suggest for this problem is work in a flexible time table (Liani, 2009).

3 Research Method

This section discusses the research approach, population and sample, how data was collected and development of the questionnaire.

3.1 Research Approach

Since this study is case study research and this study exploring and understanding the meaning individuals or groups ascribe to a social or human problem and how individuals interpret their social world, a qualitative approach was followed.

3.2 Population and Sample

This case study based on ABC Company. In ABC Company above 1000 employees are currently working. This research is focused on the married employees who currently available in the company. Therefore population is married employees in this company. Total population consists of 502 married employees. Among them 50 sample was selected and data was collected from them. Sample was selected by simple random sampling technique. Sample consists of 10 executive employees and 40 non-executive employees.

3.3 Sources and Collection of Data

In this study two types of data were gathered.

Primary data: As the primary data collected using a structured questionnaire which was personally distributed among married employees in ABC Company. Other than the questionnaire informal interviews, discussions and observations was used to collect data.

Secondary data: The secondary data sources that will be used this study are company website, company handbook, Internet data sources, online libraries, prior researches on the relevant fields and books etc.

3.4 Questionnaire Development

The questionnaire is consisting of 5 parts with the requirement of answering all the questions in each part. In “section A” demographic factors are included. In “section B” questions focused on the work place details of the employees. “Section C” examine the support from family/ friend, co-workers and managers. “Section D” that reflected the conflicts in the life. Finally, “section E” used to measure the satisfaction.

4 Findings and Discussion

Work–life balance is the maintenance of a balance between responsibilities at work and at home. Work and family have increasingly become antagonist spheres, equally greedy of energy and time and responsible for work–family conflict (WFC). WFC has been defined as a type of inter-role conflict wherein some responsibilities from the work and family domains are not compatible and have a negative influence on an employee's work situation.

In related to the ABC company short unstructured interviews and discussions have been made with lower level and middle level managers (executive staff) to collect data for conduct the research. These mainly included supervisors who dealing with workers day to day within the organization and other managerial level staff of different departments. Our sample size was 50 married employees. 10% of our sample represents supervisors and managers. There were 4 managers and 6 supervisors. Due to time limitation to conduct interviews to managers and supervisors, some questionnaires were distributed among them to collect data. Other than that we interviewed non-executive staff of the company in order to obtain an idea about the balance of their work life and marriage life. We selected 40 employees from each department such as cutting department, sewing department, packing department, storing department and warehouse. We studied the nature of specific strains and stresses among married non-executive staff in their marital, occupational and house work roles. We arose to a conclusion that strains and stresses are higher in family roles than in occupational and household roles among the married non-executive employees. We distributed a questionnaire to observe and evaluate the work life and family life balance of the employees and have included some questions related to the support receive from both work place & family in the questionnaire distributed by us. *Those are: (1) Co-workers/superiors give me useful suggestions in order to get through difficult times at work. (2) Co-workers /superiors give me useful suggestions in order to get through difficult times at home, (3) My family/friends give me useful suggestions in order to get through difficult times at work. (4.) My family/friends give me useful suggestions in order to get through difficult times at home.*

We were only able to distribute questionnaires since all employees had given targets to finish within a specific time period. Therefore we were able to collect most of the data through the given questionnaire to the non-executive staff. But we were able to interview some of the employees when collecting questionnaires.

4.1 Characteristic of Non-executive employees

The sample consisted of a total of 50 married working staff of age between 18 and 50 years. 40 of the total sample were non-executive employees. All these married working non-executive employees were selected using simple random sampling technique from each department. Most of the employees were married at least for 3 years, living with spouse and engaged in work for at least 1 year were included in the study. 32 of the non-executive staff were females while 8 employees were males.

The mean age of the respondent was 30 years. Nearly 85% of the employees were aged between 18 and 38 years. Majority (88%) were Sinhalese from rural areas. Others were Tamil people (12%). With regard to number of children, 30% of the employees had one child showing trend in small family system and 62% had two children. Nearly 78% of the women were working to support their families, 22% of the respondents were working because they were working to fulfil their personal financial needs. Most of the employees' educational qualifications were up to O/L (87%).

From the questionnaires and the short interviews held with the non-executive staff we have identified work stress as most effectible variable which negatively impact to the work life and family life balancing. Work stress is usually conceptualized as work-role conflict, work-role over-burden, and work-role uncertainty. Each has the potential to influence WFB. With respect to work-role conflict, the more conflict among work roles, the greater the chances that stress will overflow and cause negative behaviours that interfere with satisfying and fulfilling family roles. Job over-burden is the consequence of having an excessive number of activities in a given time period. As time is constrained by having too many tasks to accomplish at work, the employee may need to use time allocated to the family role which could cause WFC. Work-role uncertainty occurs when workers are unsure of what is anticipated from them in a work job. As uncertainty concerning work roles increase, employees use more mental energy to unravel it. This requirement may deplete mental energy and consideration required for their family roles.

Even though the biggest variable for the low balance in WFC, from our research studies, we have identified several variables other than work stress, such as the size of family, the age of children, the number of hours worked outside the home, distance to the work place, the level of control one has over one's work hours, flexible or inflexible work hours and the level of social support impact the experience of WFC (Work Family Conflict) and FWC (Family Work Conflict). However, these variables have been conceptualized as antecedents of work and family life conflicts. It is also important to consider the consequences these variables have on psychological distress and well-being of the working women.

4.2 Characteristic of Executive employees

According to our data which was gathered from supervisors and managers, their perspective of balancing work life and marriage life is little bit different from other non-executive workers of

the organization. They were maintaining a good relationship with family as well as working organization.

According to the short interviews and questionnaires all supervisors in our sample belong to 26 years to 32 year age limit. They represent 2:1 ratio of male and female supervisors. All are Sinhala Buddhist and have at least one child in their family. According to our discussions made with them their families are extended families except two supervisors. Their education level is higher than lower level workers. Most of them had educational qualifications till Advanced level. Their monthly salary range is Rs.25, 000 to Rs.30, 000. Number of hours spent in paid employment 10 hours per day. If they are working more than standard hours per day they are entitle to over time payment. Promotions have been given based on their performance and achieving targets.

We have identified from their discussions that most of them get support from their family and friends to solve their work life problems as well as their family problems. Working organization also give some support to fulfil their family responsibilities. Organization has given some kind of benefits to them such as financial support, leaves to overcome those problems. On the other hand their opinion on work life interfere with their family life is in lower level. They do not face to conflicts to fulfil their family responsibilities while fulfilling their work responsibilities.

Their families also not badly impact to their working life because they have some societal status in the society.

We observed that their satisfaction level with their work life and family life is in high level when compared with the non-executive staff of the company. 80% of supervisors of our sample are satisfied with their wok life and family life and rest of the supervisors are satisfied with the balance between work life and family life in moderate level.

We had small discussions with managers to obtain facts relating to their opinion on work life anf marriage life balancing of their lives and also the lower level employees'. Because middle level and top level of the management of a company should know the level of the satisfaction of the employees since they are the responsible party of the organization to maintain a quality and healthy working environment for the all employees within the organization.

Managers of our sample were belonging to 40 years to 55 years age limit and all of them are male managers. They all have at least one child. Their salary level is much higher than the other employees because they are well experienced and they have good educational background. All of them are above diploma and degree level. And also they gave good social status and social background. Their salary scale is more than Rs. 50,000. According to our discussion their opinion about work and family life balancing is that they don't have any problems relating WFB. They get support from both their family and the organization and till now they haven't identified

any conflicts. Therefore the overall satisfaction level of managers is high relating to work life and family life balancing.

As per the discussion made with HR manager he said that company has implemented many programs relating to improve the work life and family life balancing of their worker because satisfies workforce is very important to the organization to their operations. And also company has organized trips and some diverting activities to enhance the satisfaction level of the workers. Apart from that various programs are conducted in relation to the psychological factors to increase a good atmosphere within the organization. If employees have problems relating to their family or work place the supervisors, managers and even top level of the company have given chances to employees to meet them and to discuss their grievances. In order to fulfil this purpose the top level management of the company has introduced a whistleblowing system within the organization. There is a separate independent officer to help, solve and communicate with the employees regarding their problems which they face within the organization and family. Therefore the managers' opinion on their workers is that the employees should be satisfied with the workplace and it is possible to maintain a good relationship and balance between family and working organization.

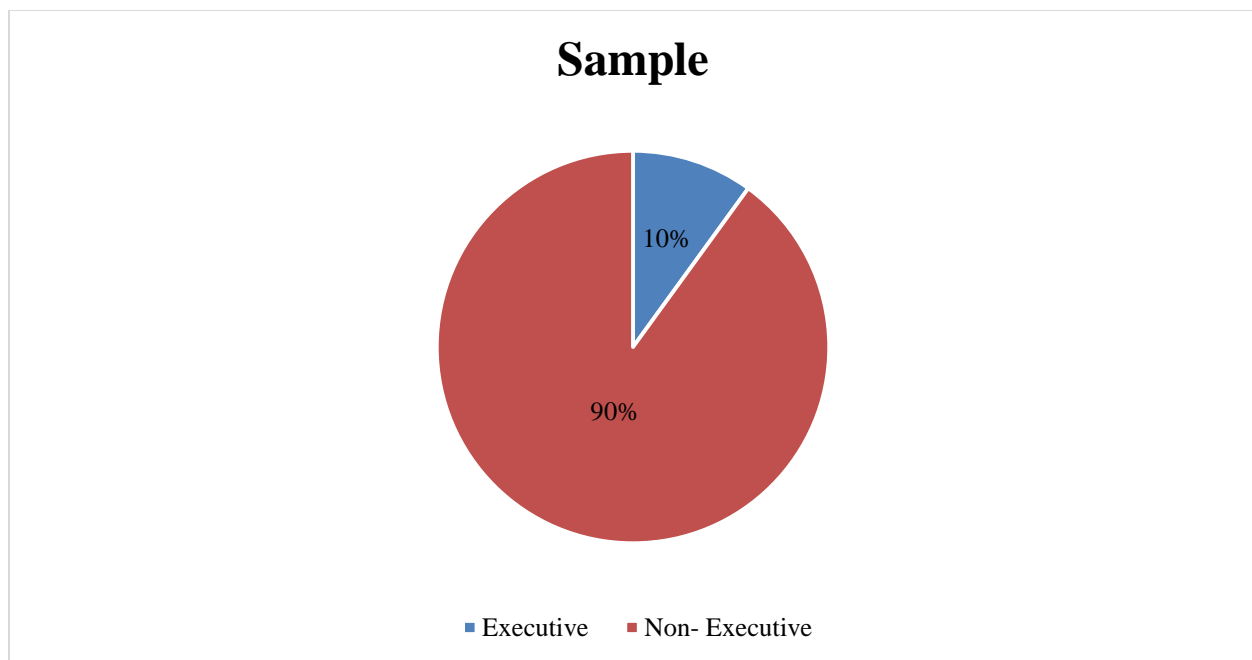
When considering all these collected data and information we can conclude that demographic factors (i.e., Age, Gender, Marital status, family system, attitudes, educational level etc.) , support receive from both family and work place, conflicts between work and family life and the satisfaction level of each employees affect to the work life and family life of all employees in each level. In ABC company work and family life imbalance exist in a lower level. But if we consider the level of work and family life balance of the managerial staff and non-executive staff of the company, 80% of managerial staff is highly satisfied with both their family life and work place while only 67% of non-executive staff is highly satisfied with both their family and work life.

4.3 Discussion

When we are go through the findings of the ABC Company we can find out so many things regarding the work life and family life balancing among the employees. First of all we divided the employee as executive and non-executive employees to obtain a clear picture about the company.

- Executive staff: - executive staff is the staff that works as supervisors and managers and above them. These people are well educated and their minimum requirement is pass the Advance Level.
- Non – Executive staff: - non executive staff is the people who work in this company as below the supervisor level. Almost all of the non-executive employees' education level is very low level. Even some of them are not attend to the school.

To check the Satisfaction of the work life and family life balance among those executive and non-executive employees our sample was got as follows,



Fist we will analyse the non - executive workers data, we have selected the non – executive employees’ data from the 40 employees that will cover the all of the sections in the company as sample. There we female as well as male employees and also they represent several religion backgrounds. Age limit was 18 years to 38 years. We have distributed a questionnaire and we interviewed some of them.

When we analysing the findings that collected from questionnaires and interviews we have seen the nearly half of the non-executive employees who represent the sample was not pretty happy about their work life and family life balance. Nearly 67% of the non-executive employees were only highly satisfies about their work and family life. Other 33% were not happy about their work life and family life balance. When we are finding the reasons for this result we have find out several reasons for this. The major reasons are as follows,

- **Low education level:** - As per our collected data non – executive employees maximum education level is to Ordinary Level. Some of them are even attend to the school after grade six or seven. So this low education level will leads to enhance the problem among the work and family life balancing.
- **Marry in early age:** - about 30% - 35% employees were married in age below twenty one. So these people have lot of problems regarding their families. This inexperience’s will effect to arise imbalance in the work and family life.

- **Increasing number of family members:** - some of them have three children even some have more than three. Also they have their sisters and brothers who are still doing their education. So they have to work for earn money to help the family. They will work more than ten hours to earn extra money. So they will miss the time to spend with their family. This will cause the problems to imbalance the work and family life balance.
- **Long and inflexible working hours:** - some times when company came immediate orders the non-executive employees have to work more than standard working time. Sometimes they have to work in holidays also. Because of these concerns the balance of the work and family life is not arising.

When we come to the executive workers side we have different scenario compared to the non-executive employees. In our sample 10% of the employees are consist with the executive employees. Executive employees are related to the managerial functions of the company. There are also male and female employees who work as managers and they are from different ages. As data collected from the non-executive employees we have collected data from executive employees by questionnaires and interviews.

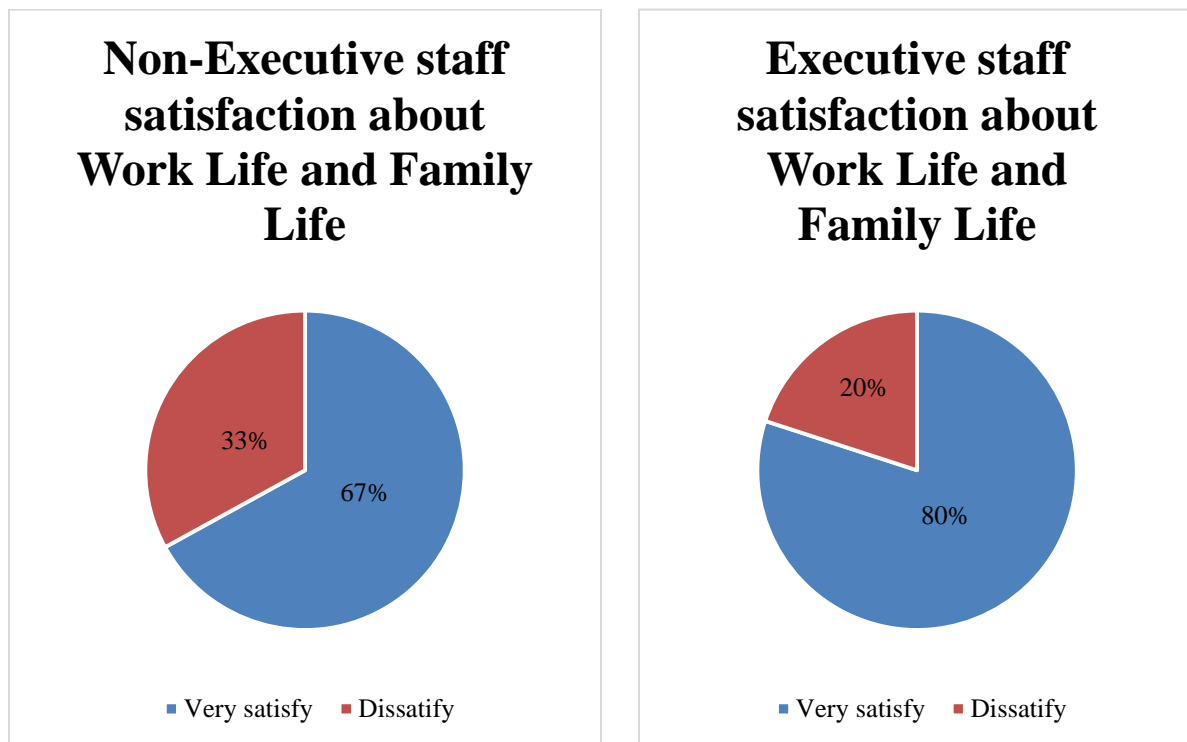
According to our findings related to the executive employees about 80% of the employees are very satisfy about their work life and family life balance. But there is still 20% are unhappy about their work and family life balance. The major reasons for the balance between work and family life balance of the employees are as follows,

- **High level of education:** - when we analyzing the education level of the people we have seen the minimum education level for the executive employees are passing Advance Level. Most of the managers have a degree or other professional qualification related to their job area. So they are managing time very well when they are working.
- **High salary:** - executive employees are paid above 50,000 per month. So they have enough salary to live. Most of them are not working for overtime. They have enough time to spend with their family members.
- **Family support:** - as per the interviews we made with the management they have married to the people as same as their education level. So they can manage their family works with them very well.

Some of the executive employees are (about 20%) are not very satisfy about the work life and family life balance. the main reason for this concern is “**Stress**”. Executive employees are the people who managing the company. They have more work load to do in limited time. They have

an obligation to report to their superiors about their works. So these concerns will leads to arise stress in the executive employees mind.

As per the findings we can conclude the situation as follows,



5 Conclusion

Work life balance is the term use to describe the balance that an individual needs between time allocated for work and other aspects of life. This is the most topics in today context. Therefore controversial decided to carry out as topic of our research.

To get clear understand about practical situation of above topic, we used primary data and secondary data, for that we conducted unstructured interviews with managerial level staff of ABC company. And we used questioner method also to get rich data for our survey. We studied the nature of work life balance of different positions through considering different demographic factors, such as age, religion, nationalist and etc.

Work life balance and work integration can be hard to manage, but we found successful executives who have manage successfully their work life and personal life through our discussion, and we identified the reasons behind that are high level of education, high salary range and family support. But, when we comparing with executives and non-executives employees in our selected company, non- executives level employees are not satisfied with their work life and family life balance than executives. The reasons are dissatisfactions of non-

executives based on low education level, increasing no of family members, long and inflexible working hours and etc.

So as per findings, we were able to conclude as situation of executive employees better than non-executive employees, when considering work life balance. But when we consider overall situation of our selected company, it has satisfactory situation for both executive and non-executive employees. According to our survey 67% non-executive employees are satisfied about their work life and family life and 80% executive employees are satisfied about their work life and family life. However some executives are highly dissatisfied about their work life balance. The main reason behind that we identified is 'stresses'. Most important thing is that work –life imbalance in ABC Company exist in very low level.

Finally, we can say, the quality of work life and family life based to develop, enhance and utilize human resource effectively, to improve quality of products, service and reduce cost of production and to satisfy the workers' psychological needs for self –esteem, participation, recognition and etc.

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