

# Work-life balance of employees working in power sectors of krishnagiri district

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## Abstract

The purpose of this study is to highlight the necessity of adopting work-life balance in a power sector. The paper examines different elements of work-life balance especially with reference to employees working in power sectors. The main objective of the study is to study the work-life balance and work satisfaction of the employees in power sector. Based on the empirical evidence, the study proposes that there is a need for focusing on factors that aid in enhancing the work-life balance among employees. The data for the study was collected from 100 employees working in a power sector of Krishnagiri District of TamilNadu. The data collected were analyzed and interpretation and it's derived by using tests like t-test, simple percentage analysis. The findings imply that employees expect rewards, awarding policies, special training, and stress less work from the company. Hence the study helped to find out the work-life balance among employees working in power sector.

**Keywords:** Work Place; Work-Life Balance; Work Environment; Fringe Benefits; Employee Training.

## 1. Introduction

"Work-life balance was coined in 1986 in reaction to the unhealthy choice many were making in favor of the workplace, as they opted to neglect family, friends and leisure activities in pursuit of corporate goals," according to the Work-Life Balance Centre, a Newton Burgoland, Leicestershire, U.K.-based think tank and council dedicated to helping workers gain control of their workloads.

Work-life balance is a broad concept [4] including proper prioritizing between "work" (career and ambition) on one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other. Related, though broader, terms include "lifestyle balance" and "life balance". Work-life and personal life are interconnected and interdependent. Spending more time in office, dealing with clients and the pressures of job can interfere and affect the personal life, sometimes making it impossible to even complete the household chores. On the other hand, personal life can also be demanding if you have a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration at work. It is clear that problems caused by stress have become a major concern for both employers and employees. Symptoms of stress are manifested both physiologically and psychologically. Persistent stress can result in cardiovascular disease, sexual health problems, a weaker immune system and frequent headaches, stiff muscles, or a backache and even back pains. It can also result in poor coping skills, irritability, jumpiness, insecurity, exhaustion, and difficulty concentrating. Stress may also perpetuate or lead to binge eating, smoking, and alcohol consumption.

## 2. Need for the study

It is essential to have the proper balance between the family and personal life. The purpose of the study was to measure the sector progress in quality of work-life area with a focus on the organization's administration issues. The study aims at finding the various aspects of work-life balance among the employees, which would impact increased performance.

## 3. Literature review

Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy, and Feedback. They suggested that such needs have to be addressed if employees are to experience a high quality of working life.

In contrast to such theory-based models, Taylor (1979) [15] more pragmatically identified the essential components of Quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including individual power, employee participation in the management, fairness, and equity, social support, use of one's present skills, self-development, a meaningful future at work, social relevance of the work or product, the effect on extra work activities. Taylor suggested that relevant Quality of working life concepts may vary according to organization and employee group.

Warr and colleagues (1979) in an investigation of Quality of working life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, the higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

Thus, whilst some authors have emphasized the workplace aspects of Quality of working life, others have identified the relevance of personality factors, psychological well-being, and broader concepts of happiness and life satisfaction.

Baba and Jamal (1991) listed what they described as typical indicators of quality of working life[14], including job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turnover intentions. Baba and Jamal also explored re-utilization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

Some have argued that quality of working life might vary between groups of workers. For example, Ellis and Pompli (2002) identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including: Poor working environments, Resident aggression, Workload, Unable to deliver quality of care preferred, Balance of work and family, Shift work, Lack of involvement in decision making, Professional isolation, Lack of recognition, Poor relationships with supervisor/peers, Role conflict, Lack of opportunity to learn new skills.

Bear field, (2003) used 16 questions to examine quality of working life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups[12].

The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories. Herzberg at al., (1959) used "Hygiene factors" and "Motivator factors" to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that Motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions, and security. Of this latter, the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction.

An individual's experience of satisfaction or dissatisfaction can be substantially rooted in their perception, rather than simply reflecting their "real world". Further, an individual's perception can be affected by relative comparison - am I paid as much as that person - and comparisons of internalized ideas, aspirations, and expectations, for example, with the individual's current state (Lawler and Porter, 1966).

In summary, [12]-[15] where it has been considered, authors differ in their views on the core constituents of Quality of Working Life (e.g. Sirgy, Efraty, Siegel & Lee, 2001 and Warr, Cook & Wall, 1979).

It has generally been agreed however that Quality of Working Life is conceptually similar to the well-being of employees but differs from job satisfaction which solely represents the workplace domain (Lawler, 1982).

Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin, 1999). More recently, work-related stress and the relationship between work and non-work-life domains

(Loscocco & Rochelle, 1991) have also been identified as factors that should conceptually be included in Quality of Working Life.

#### 4. Objectives of the study

- The primary objective of the study is to study the work-life balance of the employees in a power sector
- To understand the level of satisfaction of employees working in Power Sectors.
- To understand the employee's present working conditions and their level of comfort in making their work more productive and to know to what extent the organization encourages the employees to have a proper balance between their work and career.

##### Methodology

Research Design - Descriptive study

Instrument Used - Questionnaire

Sources of Data - Primary Data and Secondary Data

Sample Size - 100 employees

Sampling Technique - Simple random

Data Collection Procedure - Questionnaire

Tools Used - Percentage Analysis, t-test.

##### Limitations

- Regarding data, we had difficulty to get back all the questionnaires supplied to the respondents and some respondents hesitated to give the actual facts as they fear the management would take any action against them.
- The lack of interest among the employee as they felt that they have nothing beneficial to research.
- The study was conducted within a limited duration of time.

**Table 1:** Simple Percentage: Age of Employees

Age	No. of respondents	Percentage
20 – 30	30	30
31 – 45	45	45
46 & above	25	25
Total	100	100

Majority of 45% of the respondents belongs to the age group of 31 to 45 and 30% of the respondent's lies between the age group of 20 to 30. 25% of the respondents fall from the age group of 46 and above.

**Table 2:** Simple Percentage: Experience of the Respondents

Experience	No. of Respondents	Percentage
Below 1 year	-	-
1 – 5 years	19	19
5 – 10 years	24	24
Above 10 years	57	57
Total	100	100

Majority of 57% of the respondents are with an experience of more than 10 years and 24% are from 5 to 10 years of experience. 19% of the respondents are with 1-5 years of experience. No respondent is less experienced.

**Table 3:** Simple Percentages: Income Level of the Respondents

Income Level	No. of Respondents	Percentage
Below Rs. 5,000	-	-
Rs. 10,000 – Rs.25,000	38	38
Rs. 25,000 – Rs.35,000	59	59
Above Rs. 50,000	3	3
Total	100	100

From the above table shows that as much as 59 percent of the respondents are in the income group of Rs. 25,000 – Rs.35,000 incomes per month. 38 percent of the respondents are in the income group of Rs. 10,000 – Rs.25,000 incomes per month. Only 3 percent of the respondents are in the income group of above Rs.50,000.

**Table 4:** Simple Percentage: Employees usage of Skills and Abilities to Perform the Job

Opinion	No. of Respondents	Percentage
Strongly Agree	46	46
Agree	51	51
Disagree	2	2
Strongly Disagree	1	1
Total	100	100

From the above table states that as much as 51% of workers in the study unit agree that their job enables them to use their skills and abilities in full. 46% of them strongly agreed to this point. 2% of the respondents disagree to this point. Only 1 percent of the respondents strongly disagree.

**Table 5:** Simple Percentage: Equal Treatment at Work Place

Opinion	No. of Respondents	Percentage
Strongly Agree	43	43
Agree	54	57
Disagree	-	-
Strongly Disagree	-	-
Total	100	100

From the above table illustrates that no harm is done to the self-respect of the workers in the study unit. 43% of the respondents strongly agreed to the statement and 57% of the respondents also opinioned that the workers are treated equally with respect at workplaces.

**Table 6:** Simple Percentage: Conditions of Job Allows Respondents to Be Productive

Opinion	No. of Respondents	Percentage
Strongly Agree	46	46
Agree	51	51
Disagree	2	2
Strongly Disagree	1	1
Total	100	100

From the above table, it can be understood that almost 97% all the workers in the study unit either agree or even strongly agree that the conditions of their job allow them to be productive. Only 3% of them were of negative opinion. Thus, it is clear that the conditions on the job are congenial to raise the productivity of the workers which is essential for both the management and workers to achieve their objectives of higher productivity.

**Table 7:** Simple Percentage Opportunities to Develop Special Abilities

Opinion	No. of Respondents	Percentage
Strongly Agree	25	25
Agree	63	63
Disagree	12	12
Strongly Disagree	-	-
Total	100	100

From the above table states that 25% of the workers strongly agree to the point that there are adequate opportunities to develop their own special abilities in the workplace. 63% of the respondents agree to it only to some extent. Only 12% of the workers find no such opportunities in the study unit. Hence, it can be inferred that the opportunities available in the workplaces to develop the special abilities of the workers is satisfactory. No doubt in the improvement of special abilities would definitely improve the quality of work-life in the study unit.

**Table 8:** Simple Percentage: Organizations Provides Enough Guidance to Get the Job Done

Opinion	No. of Respondents	Percentage
Strongly Agree	24	24
Agree	58	58
Disagree	17	17
Strongly Disagree	1	1
Total	100	100

From the above table shows that 82% of the workers in the study unit are satisfied with the guidance provided to them by the supe-

riors/managers to get the work done easily. 18% of the respondents disagreed to accept it. Hence, it can be inferred that guidance to work, which is essential for the quality work-life which is provided at the workplace in the study unit.

**Table 9:** Simple Percentage: Organization Provides High-Quality Tools and Techniques to Do the Job

Opinion	No. of Respondents	Percentage
Strongly Agree	65	65
Agree	32	32
Disagree	3	3
Strongly Disagree	-	-
Total	100	100

As shown in the table, the opinion of the respondents with regard to the positive factors of the high-quality tools and techniques required to perform the job. 65% of the respondents strongly agree & with the provisions made to utilize quality tools and techniques to perform the job, and 32% of the respondents also agree with then statements, are only 3 percent of the respondents are refused to accept it. Hence it can be concluded that there is a positive attitude towards the provisions of tools techniques.

**Table 10:** Simple Percentage: Opinion of the Opportunities for Promotion

Opinion	No. of Respondents	Percentage
Strongly Agree	20	20
Agree	52	52
Disagree	27	27
Strongly Disagree	1	1
Total	100	100

As shown in the table, the opinion of the respondents with regard to the chances for promotion is not appreciable compared to other determinants of quality of work-life. Only 72% of the respondents have agreed that the chances for promotion are good in the study unit whereas, as much as 28% of the workers refused it. Hence, it can be concluded that the chances for promotion are not attractive among the workers even though the majority of them agree to it.

**Table 11:** Simple Percentage: Opinion on the Safety of Work

Opinion	No. of Respondents	Percentage
Yes	59	59
No	41	41
Total	100	100

As pointed out in the table, 59% of the respondents opinioned that high priority was assumed to safety at workplace and another side of the coin reflects 41% of the respondents disagreed. Hence, it can be concluded that the safety towards the employees needs to be concentrated highly to ensure safe and secured work-life.

**Table 12:** Simple Percentage: Opinion on Infrastructure Facilities

Opinion	No. of Respondents	Percentage
Yes	90	90
No	10	10
Total	100	100

If "Yes" which of the following do you like?

Opinion	No. of Respondents	Percentage
First aid	7	7
Canteen	17	17
Lightening and ventilation	56	56
Others	10	10
Total	90	90

Above table shows that 56% of the respondents are satisfied with lightning and ventilation facilities provided in the workplace, followed by 27% satisfied with canteen facilities and 7% of the respondents opinioned on first aid facilities, 10% of the respondents opinioned on others includes drinking water, restrooms etc.

**Table 13:** Simple Percentage: Fringe Benefits are good in the Organization

Opinion	No. of Respondents	Percentage
Strongly Agree	28	28
Agree	56	56
Disagree	15	15
Strongly Disagree	1	1
Total	100	100

As shown in above table 28% of the workers accept that the fringe benefits offered to them are good and enough to their expectations. As much as 56% were of the opinion that the fringe benefits are somewhat good, though not up to their expectations. The remaining 16% were of the opinion that the fringe benefits offered in the study unit are not at all up to their expectations. Hence it can be concluded that the fringe benefits offered in the study unit, in general, are not up to the expectation of the workers.

**Table 14:** Simple Percentage: the Supervisor Is Concerned About the Welfare of the Workers

Opinion	No. of Respondents	Percentage
Strongly Agree	25	25
Agree	45	45
Disagree	25	25
Strongly Disagree	5	5
Total	100	100

As the above table states that the attitude of the supervisor towards the welfare of the workers is positive for 70% of the workers only. The remaining 30% were of the opinion that the attitude of their supervisor was not in favor of their welfare. Thus the attitude of the supervisors is not satisfactory and it is a hurdle in the assessment of the quality work in the study unit.

**Table 15:** Simple Percentage: Opinion on the Job Security

Opinion	No. of Respondents	Percentage
Strongly Agree	53	53
Agree	46	46
Disagree	1	1
Strongly Disagree	-	-
Total	100	100

From the above table shows that 53% of the workers strongly feel that there is security for their job and only one worker feel that there is no security for the job. Job security is the vital factor to access the quality of the work-life in any organization. Since the job security in the study unit ensures that there are majority chances for good performance and as a result, the quality works are up to the expectation.

**Table 16:** Simple Percentage: Opinion One the Helping Tendencies of Supervisor

Opinion	No. of Respondents	Percentage
Strongly Agree	33	33
Agree	54	54
Disagree	11	11
Strongly Disagree	2	2
Total	100	100

From the above table, it can be understood that the helping tendency of the supervisor is not up to the expectations of the respondents as only 33% of them strongly accept that the supervisors are lending their helping hands always. 54% of the workers are the view that the supervisor is helping at times are not always. The remaining 13% are of the opinion that they are not at all helped by their supervisor. The helping tendencies of the supervisors determine the quality of work-life in any organization, it is up to the required expectations level of the workers in the study unit.

**Table 17:** Simple Percentage: Training Opportunities Helped in Terms of Improving the Quality of Work

Opinion	No. of Respondents	Percentage
Strongly Agree	30	30
Agree	54	54
Disagree	15	15
Strongly Disagree	1	1
Total	100	100

The above the table states that only 30% of the workers strongly accept that there are training opportunities in the study unit, which helps them to perform their job safely and competently. 54% of the workers accept to some extent that the training opportunities are available and helpful. The remaining 16% were of the opinion that they had no such opportunities. Training is essential for quality of work-life in any organization. The training opportunities offered in the study unit are up to the expectations of the workers at present.

**Table 18:** Simple Percentage Employees' Opinion about Work Stress

Opinion	No. of Respondents	Percentage
Always	29	29
Often	64	64
Sometimes	6	6
Never	1	1
Total	100	100

The above table shows that except only one worker of all the 99 workers are of the opinion that their work is a stressful one. Among them, 29% of the workers opinioned that the stress is always there in the work and a vast majority of 64% feel that they often find their work stressful. Only 6% of the workers have stated that their work is stressful sometimes and not always. Hence it can be inferred that the work is stressful one, which if allowed uncontrolled will spoil the quality of work in the

**Table 19:** Simple Percentage: Employees' Opinion on Work Schedule

Opinion	No. of Respondents	Percentage
First Shift	65	65
Second Shift	4	4
Third Shift	0	0
General Shift	31	31
Total	100	100

From the table 65% of workers are satisfied with first shift, 31% of workers are satisfied with general shift and 4% of the workers opinioned on second shift. Hence the majority of the respondents accept with their first shifts.

**Table 20:** Simple Percentage: Accepting Suggestions of the Subordinates by the Supervisors

Opinion	No. of Respondents	Percentage
Strongly Agree	35	35
Agree	51	51
Disagree	12	12
Strongly Disagree	2	2
Total	100	100

From the above table, 35% of the workers opinioned that their supervisors are always accepted their suggestions and get positive motivations from them. 58% state that their supervisors accept their suggestions sometimes and not always. The remaining 14% reveals that their supervisors never lend their ears to their suggestions. So, these workers were motivated negatively by their supervisors. Though there is no need for the supervisors to accept all the suggestions offered by the workers yet they shall not be motivational exists in the study unit in the form of discarding the suggestions made by the workers.

**Table 21:** Simple Percentage: Proud to Be A Part of Operational Energy Sector

Opinion	No. of Respondents	Percentage
Strongly Agree	81	81
Agree	5	5
Disagree	14	14
Strongly Disagree	-	-
Total	100	100

The above table shows that accept 14% worker, 86% of the workers are of the opinion that they are very proud to work in the study unit.

**Table 22:** Variables Considered for Analysis

Independent Variables	Sample Size	Dependent Variables			
Income Level	100	Work-Life Balance			
Employee Skills and development					
Equal treatment at workplace					
Opportunities for individual development					
Guidance in organization					
Accepting suggestions by supervisors					
Work Schedule opinion by employees	100	Work-Life Balance			
Work Stress opinion by employees					
Supervisors helping tendency					
Feeling proud of organization					
The parameters considered for analysis are listed in table 22, it clearly stated that for statistical performance measurement and parameters are considered and the dependent factor is work-life balance. To minimize error for all parameters data are fed with an equal sample size of 100.					
Test Statistics <sup>a</sup>					
	Income Level - Work-life Balance	Employee Skills and development - Work-Life Balance	Equal treatment at workplace - Work-Life Balance	Opportunities for individual development - Work-Life Balance	Guidance in organization - Work-Life Balance
Z	-9.012 <sup>b</sup>	-11.742 <sup>b</sup>	-13.031 <sup>b</sup>	-9.623 <sup>b</sup>	-13.381 <sup>b</sup>
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000
b. Based on negative ranks.					
	Accepting suggestions by supervisors - Work-Life Balance	Work Schedule opinion by employees - Work-Life Balance	Work Stress opinion by employees - Work-Life Balance	Supervisors helping tendency - Work-Life Balance	Feeling proud in organization - Work-Life Balance
Test Statistics <sup>a</sup>					

Z	-6.003 <sup>b</sup>	-8.742 <sup>b</sup>	-11.067 <sup>b</sup>	-8.427 <sup>b</sup>	-15.687 <sup>b</sup>
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	
a. Wilcoxon Signed Ranks Test					
b. Based on negative ranks.					

The objective of this paper is to examine work-life balance of employees working in power sector. To evaluate employee work-life balance through 5-point Likert scale, data are collected. Statistical tool used for examining collected data is t-test. To test the statistics; following hypothesis has been framed. Due to paper constraint, only two hypotheses are presented:

H0: Personal satisfaction and guidance does not impact on work-life balance

H1: Personal satisfaction and guidance has significant impact on work-life balance

H0: Opinion & suggestions presented by employees and acceptance does not have an impact on work-life.

H0: Opinion & suggestions presented by employees and acceptance has impact on work-life

The statistical analysis result for hypothesis stated that for all factors negative rank is obtained. Generally, in the t-test z-value with higher negative rank is appreciated. Hence through analysis it is concluded that in both hypothesis, the alternate hypothesis is accepted and the null hypothesis is rejected.

### 3.1. Findings

- The majority of 45% of the respondents belongs to the age group of 31 to 45
- No employees are less experienced.
- High number of respondents are from higher income group
- It shows that no harm is done to the self-respect of the workers in the study unit.
- Almost 97% all the workers in the study unit either agree or even strongly agree that the conditions of their job allow them to be productive.
- 18% of the employees didn't get any guidance from the superiors/managers
- From the table 10, it is inferred that the opinion of the respondents with regard to the chances for promotion is not appreciable compared to other determinants of quality of work-life
- The attitude of their supervisor was not in favor of their welfare.
- Most of the employees feel their work is stressful.
- Their supervisors motivate the workers negatively.

### 3.2. Suggestions

- The employees of Power sectors, expecting the following from the company.
- Improvement in rewarding and awarding policies.
- Introduction of Promotion policy at operation level
- Employees need high motivation from the top management of the company.
- Employees need more compensation from the company
- Employees expect mutual relationship between co-workers
- Employee's needs special training from the company related to their job during working period.
- Employees expect the quality of work to be measured periodically by the company
- Employees expect to stress less work.

### 3.3. Conclusion

Improved QWL leads to improved performance. Performance should mean not only physical output but also the behavior of the people in helping a colleague in solving the job-related problems, accepting the orders with enthusiasm and promoting a positive

team spirit .The workers and management should complement each other to have a better QWL. In addition, there is no doubt if Power sectors consider the suggestions and implement some strategies it will have a higher Quality of Work-life.

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