

## WORK-LIFE BALANCE AND JOB SATISFACTION AMONG FEMALE PROFESSIONALS: A STUDY AT JNMC ALIGARH MUSLIM UNIVERSITY, ALIGARH

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**Abstract:** The objective of this study is to investigate the work-life balance and Job satisfaction among women employees in a hospital in India. It is believed that balancing a successful career with a family life or personal life can be challenging. WLB impacts on persons' satisfaction in their work and personal life roles. For this purpose, a questionnaire is developed with 24 items. The data collected from women employees who are working in a hospital in Aligarh, India. The constructs considered in this study include WLB and Job satisfaction. The demographic and organisational variables considered in the study are Age, nature of work, designation, Marital status and children. Factors of WLB are Leave Policy, work-life balance programs, and welfare facility, Working environment, and supervisor/management support. Appropriate statistical tool using SPSS will be applied to achieve the objective. The anxiety over work-life balance is progressively becoming a common talk, especially for female employees. Increasing demands from the work and family domains represent a high strain for employees which even lead to the health problems among employees. Although it is believed that work-family role strain is more common among women employees. Therefore, the study will focus on these issues of WLB and job satisfaction among female professionals

**Keywords:** Work- life Balance, Job Satisfaction and working women.

**Introduction:** Historically, women's employment participation has been more in the area of the service sector. Females with high levels of academic qualifications are also finding it difficult to make a balance between professional life and private life. It is important for organization to take needed steps to maintain a healthy balance between work and their private lives so that employees and the company can be make it in the long term. Work life and personal life are the two sides of the same coin. According to different work-life balance surveys, more than 60% of the respondent professionals surveyed said that are not able to make a balance between their personal and professional lives. They have to make tough choices even their work and life is close to equilibrium. Traditionally creating and managing a balance between the work and life considered as a woman's issue. But increasing work pressures, globalization and technological advancement made it an issue with both the gender, all working professionals at all levels and all industries around the world. . Work life and personal life are interconnected. On the other hand, personal life can be full of demand if you have a kid or aging parents, financial problems or even problems in the life of a relatives. It will lead to Absenteeism from work, creating stress and lack of concentration at work. Work- life conflict arise when the onus, accountability, and responsibilities of work and family roles become incompatible. The obligation of one can force an individual to neglect the other. In India, the concern over work-life balance is becoming a common talk, peculiarly for women employees. Each role having a different set of demands and when these demands overlap, different problems are faced.

A balanced life for women is one where they disseminate energy and effort between important areas. This study explore the factors responsible for work-life balance and job satisfaction level among the women employees working in a hospital. Employees are the greatest resource for any organization. Engage and retaining the people is critical to the success of an organization. When it comes to the human environment, it focuses on human aspects that influence an employee's performance and job satisfaction. Job satisfaction is defined as the scale to which employees have a positive & effective orientation towards employment by the organization. Work determines a person's place and worth in society and it influences one's psychological identity and sense of well-being. The term "work" is being used to paid work or employment. Work establishes one in the community of humankind. It links a person with others, approach the goals of culture, and gives purpose to one's existence. Work is a purposeful human activity which is directed toward the satisfaction of human needs and desires. It is undeniable that work needs to be satisfying the job for a mutually beneficial relationship between employee and employer. Job satisfaction conceive innovative ideas among the employees. Employee will become more satisfied if they will get as per their expectation with efficient work life balance.

**Review of Literature:** Burke (2002), observes that both women and men prefer working in organizations that support work life balance. Men appeared to be more benefited than women. Men feel more satisfied when they achieve more on the job after overlook the family. Other side, women stress that work and family both are important and factor of

their satisfaction. When work do not allow women to take care of their family, they feel depressed, disappointed and discourage. They differentiated between work and family in order to not crossing the others. Summer and Knight (2001), closely connect individual's experienced positive spillover in both work and family. Work-based support to women is positively associated with job satisfaction and career accomplishment. Valcour and Hunter (2005). Clark (2000) defines balance as a satisfaction and smooth functioning at work and home both with least conflict". Hochschild (1997), there is an inevitable temptation to promote the work-life balance policies to enhance employee dedication. If the pressure to bring women into work decrease, will be a concern for work-life balance also diminish? A comparative analysis across European countries might help to shed some light on this issue. Employee is expected to put their work over personal life (perrons & white et al.2003, Simpson, 2000) long working hours has become a norm in many countries worldwide (lee et al., 2007) which found to be dogmatic to increase job insecurity, and overload, long hours work ( Kodz et al., 2002). Various researchers defined job satisfaction as an emotional state resulting from one's assessment of his or her job (Ferrell and Hartline1996). The researchers analyse that when employees perceive that management is concerned for the wellbeing, they experience greater level of job satisfaction and show stronger commitment to their organization (Rhoades, Eisenberger, and Armeli 2001). In another study conducted in Pakistan, Job satisfaction is defined as an overall feeling about one's job or career in terms of particular aspect of the job or career (Thompson & Orr, 2003; Nadeem, & Abbas, 2009). , Dr. Sameena Rafat Alam Sageer, Ms. Puja Agarwal (2012) research different variables that are responsible for employee satisfaction such as Job security, Work task, Organization development, Policies of compensation and benefit and opportunities etc. The Study concluded that an organization should make strategies that increase the employee morale and employee satisfaction to enhance employee performance and productivity. Dr. R. Anitha (2011) studied that Job satisfaction is a general belief towards one's job, the difference between a number of reward workers receive and the amount they expect they should receive. Employees will be satisfied if they get what they expected, job satisfaction directly relates to inner feelings of workers. This study also suggested that the organization may give importance to certain factors such as restroom facilities, promotion policy to improve satisfaction among employee. Gururaja, Umesh, S. Devi, A.George (2013) did a descriptive study with 67 nursing faculty towards their perceptions and attitude towards quality of Work-

Life. It showed that majority, 58 (86.57 %) experienced well-balanced work-life, 9 (13.43 %) expressed moderately balanced work -life and no one rated poor work-life balance. Data for job satisfaction showed majority 35 (52.24 %) had moderate job satisfaction and 32 (47.76 %) had high job satisfaction. Correlation between work life balance and job satisfaction showed a positive correlation ( $r = 0.77$ ) which can be inferred best of work life balance will improve job satisfaction and vice versa. This study has concluded that the work-life balance and job satisfaction are directly linked.

The purpose of Jaime X. Castillo and J. Cano's (2004) study explain the degree of divergence in faculty member's overall level of job satisfaction explained by Mausner, Snyderman's and Herzberg (1959) job motivator and hygiene factors. Additionally, the study sought to investigate the suitability of one-item versus a multi-item measure of overall job satisfaction. This study concluded that the faculty was satisfied with their jobs. But female faculty members were less satisfied than male. The factor work itself motivating aspect for faculty. The least motivating aspect was "working conditions.". The one-item measure of job satisfaction was not different from a multi-item measure of overall job satisfaction. Lalita Kumari (2012) the findings of the study emphasized that each factors of WLB in itself is a salient predictor of job satisfaction and there is alarming gap among the male and female respondents with job satisfaction with respect to all factors of WLB. Correlation indicates that job satisfaction is an important signal of WLB. Sakthivel Rania, Kamalanabhanb & Selvarania (2011) research was to analyze the relationship between employee satisfaction and work life balance. Factors taken for this study consists of Supervisor and management support, career opportunity, Payment, recognition, work tasks, benefits, employee satisfaction, and work life balance. This study make addition to relate two different research streams, namely employee satisfaction, and work/life balance. K. R. Sowmya and N. Panchanatham (2011) studied that the term job satisfaction has been conceptualized in many ways. Job satisfaction put spotlight on the feelings that an individual perceive about his/her job. It has been assumed by organizational behavior studies that individuals who shows high satisfaction in their jobs are likely to be more productive, have higher involvement are less chances to resign than employees with less satisfaction. The study concluded that the employees have a significant appetite towards assured supervisory behavior and pleasant organizational setup and suggested that Employees should be cared and counseled with the objective to enhance their satisfaction level in the organization based on the aspects identified by the organizations.

The aim of research of S. Vasantha V. Varatharaj, (2012) was to study the work-life balance of working women in the service sector. Work life balance leads to achieve equilibrium between work and other activities in order to remove resistance between official and domestic life. Work life balance improve ability and the productivity of an employee will increases ultimately. It improve satisfaction, in professional and personal lives. This research paper tries to identify the different factor which leads to maintain work-life balance among women employees in the service sector. The findings of the study depict that the majorly women employees happy in their work place regardless of their irrelevant personal and work place irritants.

#### **Work-Life Balance And Job Satisfaction Affect Women Employees:**

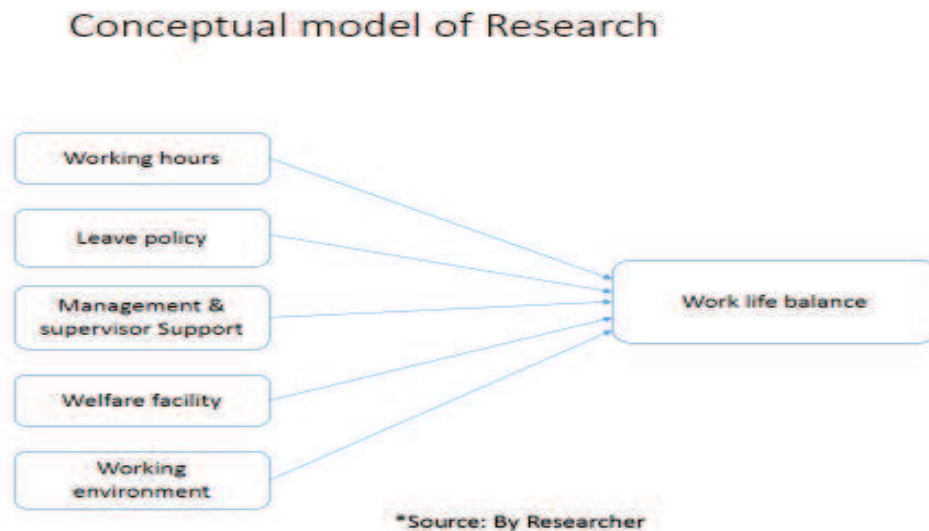
The working sphere of Women in India is changing at an incredible measure due to continuous reduction in trade barriers, modern innovation in technologies, globally interconnected marketplace, tough competition and business contest and changing family and population patterns. These factors bring out tense apprehension in the life of women and then it is magnified many times if both the husband-wife work and they have children and parents. Continuous worry cause disorder on the psychological comfort of the women because of having lessen control over her life and hopeless feeling that there is never enough time to have a stable and balance in life. Apart from it, there are numbers of factors that make women employee feel confident or uncertain about their job. Moreover, some employees satisfied with few facet of their work but disappoint with some other aspects. Factors that lead to hold confident or uncertain perceptions of their job have its own effect on work-life balance. This mental stress for women can lead to physical stress and cause illness, gastritis, body ache, demotivation, low morale, headache etc., lead to long-term cardiac problems, blood pressure, or other mental problems and low job performance etc. These problems develop discouragement and conflict between work and life, among women employees. A positive and healthy employee oriented culture translates into high job satisfaction and efficient while work life imbalance causes relationship degradation and job dissatisfaction for women employee due to working too much may cause women to miss family interactions as well as important events.

**Research Methodology: Rationale Of The Study:** Over literature review, researcher did not come

across any studies in which doctors of government Hospital (JNMC, Aligarh) attended to test of WLB and Job Satisfaction. When satisfaction from the job and work-life balance is achieved, people feel that they achieved quality of life. Work-life balance is an issue of strategic importance to company and having understanding to employees particularly for women employees in terms of job satisfaction. Awareness and action with respect to implementing job satisfaction and work-life balance strategies hinge on an Organization's need to bring and hold valuable employees in a highly competitive labor market. The aim of this study is to analyse the work environment and women's approach of the work-life balance and job satisfaction, who are working in a hospital. Apart from it, another significant aim is to study the affect of work-life balance on job satisfaction and action taken by the organizations for adequate work-life balance and its relation to the job satisfaction. The theory of job satisfaction and work-life balance is important in many way. There are many factors that affects satisfaction and work life balance, which may be social factors, working environment, psychological factors nature of job, family background job satisfaction, life stage and schedule at home. It is clear that employees play a vital role in determining the efficiency, effectiveness, and stability of any organization. It is predominant to find out what motivates them and up to what degree they are satisfied by the organization and other dependent variables. The employee, who is able to maintain a balance between work and life and having a high degree of job satisfaction, can contribute more to the success of the organization.

#### **Objectives Of The Study:**

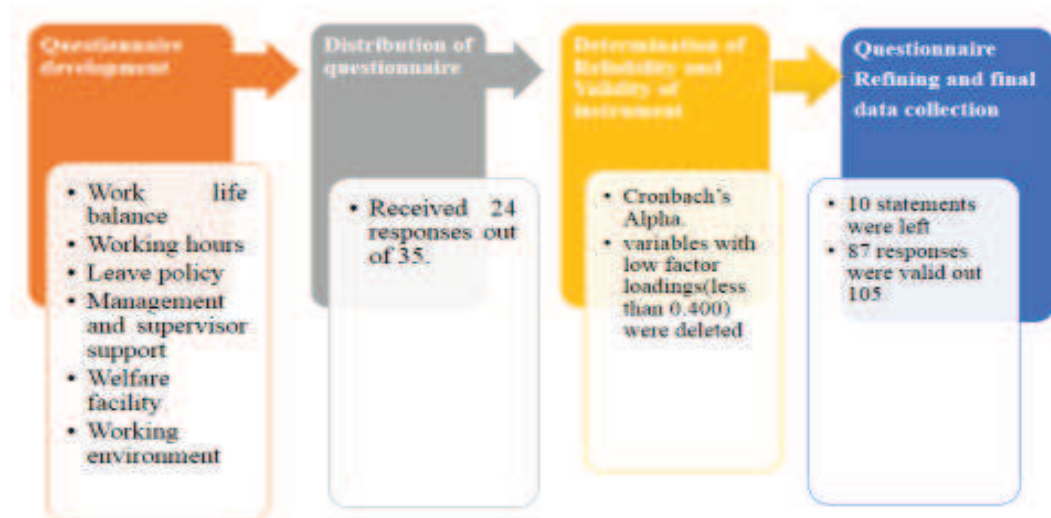
1. To know the concept of work-life balance and Job satisfaction in Hospitals.
2. To identify the Major factors that influence the work life balance and Job satisfaction of women employee in a government hospital.
3. To measure the overall work-life balance of women employee regardless of their cadre in a government hospital.
4. To measure the level of satisfaction as anticipated by women employees on the different determinants of work life balance
5. To analyze the Challenges associated with managing the balance between professional and personal life.
6. To study the working environment in the hospital for the point view of WLB & Job satisfaction.

**Conceptual Model of Research:****Fig 1: Conceptual Model of Research****Hypothesis:**

- There is no significant difference on mean scores of aspects of Work life balance on the basis of marital status.
- There is no significant difference on mean scores of Work life balance on the basis of marital status.
- There is significant positive impact of aspects of Work life balance on Work life balance.
- There is significant positive relationship between aspects of Work life balance on Work life balance

**Research Design:** Research constructs and items to dependent and independent variables were identified for the study. Independent variables were Leave Policy, working environment, Management&

Supervisor Support, Working Hours, welfare facility and aspect of WLB. Work Life balance is the dependent variable. The research instrument was designed after comprehensive literature review being used to measure the research variables of interest. The instrument was based on five- point Likert scale with choices strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. The organizations were chosen for the research University Hospital. The questionnaire was given to 150 respondents, out of which only 87 responses were received which was turned out to be valid and considered for the analysis.

**Research Design**

**Table 1: Item Statistics And Cronbach's Alpha Statistics**

Dimension	Mean	Std. Deviation	N	Cronbach's Alpha
Working hours	2.54	.555	87	.609
Leave policy	2.54	.519	87	.740
Management & supervisor Support	2.44	.301	87	.663
Welfare facility	2.54	.500	87	.730
Working environment	2.40	.572	87	.415

**Reliability:** The reliability and validity of the instrument was tested with the help of factor analysis and computing Cronbach's alpha. The value of Cronbach's alpha for the entire instrument is 0.770. Reliability is measured in relations of the ratio of Aspect of WLB to WLB. (Hair et al., 1998). Cronbach's alpha inclines to be high if the scale items are extremely correlated. (Bowling, 1997) Proposes that an alpha of 0.50 or above is a suggestion of decent internal consistency. According to a rule of thumb, in social sciences, Cronbach's alpha should be at least 0.70 for the scale to be believed of as reliable.

#### Data Analysis And Hypothesis Test Results

**TABLE 2: The t- value and significance difference on mean scores of aspects of work life balance and work life balance on the basis of marital status**

Nature of industry	N	Mean	Std. Deviation	Std. Error Mean	t	Sig.(2-tailed)
Working Hour	1 70	2.49	1.99	.063	-.510	.611
	2 17	2.53	1.90	.086		
Leave Policy	1 70	2.51	.803	.096	-.638	.525
	2 17	2.65	.606	.147		
Management and Supervisor Support	1 70	2.56	.510	.061	.236	.814
	2 17	2.52	.625	.151		
Welfare Facility	1 70	3.00	.613	.073	.324	.747
	2 17	2.94	.699	.170		
Working Environment	1 70	2.65	.932	.111	.707	.481
	2 17	2.47	.898	.218		
Aspect of Work life balance	1 70	2.63	.410	.049	.196	.845
	2 17	2.61	.393	.095		
Work life balance	1 70	1.99	.563	.067	.521	.604
	2 17	1.90	.715	.173		



Aspect of Work life balance and Work life balance independent sample- t- test presents the t- value and significance difference on mean scores of the Aspect of WLB and WLB on the basis of Marital Status. There is no significant difference on mean scores of aspects of Work life balance on the basis of marital status.

Significant difference ( $p=.845$ ), are found on the mean scores of Aspect of Work life balance on the basis of marital status. The mean value of Aspect of Work life balance With respect to marital status comes out to be 2.63 and 2.61

Significant difference ( $p=.611$ ), ( $p=.525$ ), ( $p=.814$ ), ( $p=.747$ ), ( $p=.481$ ) and ( $p=.604$ ) are found on the mean scores of working hour, leave policy, management & supervisor Support, welfare facility, working environment and Work life balance with respect

Marital Status comes out to be 2.49 and 2.53, 2.51 and 2.65, 2.56 and 2.52, 3.00 and 2.94, 2.65 and 2.47, 1.99 and 1.90.

There is no significant difference on mean scores of aspects of Work life balance on the basis of marital status. The above analysis shows that hypothesis 1.1, stating that There is no significant difference on mean scores of aspects of Work life balance on the basis of marital status is **Accepted**. Also hypothesis 1.1, stating that There is no significant difference on mean scores of Work life balance on the basis of marital status is **Accepted**. Also hypothesis 2, stating that There is significant positive impact of aspects of Work life balance on Work life balance is **Accepted**. Also hypothesis 3, stating that There is significant positive relationship between aspects of Work life balance on Work life balance is **Accepted**.

**Table 3: Correlations Among Aspect Of Wlb And Wlb**

	Working hours	Leave Policy	Management & Supervisor Support	Welfare Facility	Working environment	work life Balance
Working hours	1					
Leave Policy	.388	1				
Management & Supervisor Support	.049 *	.000 **	1			
Welfare Facility	.045 *	.000 **	.000 **	1		
Working environment	.188	.079	.002 **	.000 **	1	
work life Balance	.480	.001 **	.000 **	.449	.918	1

\* Correlation is significant at the 0.05 level (2-tailed)

\*\* Correlation is significant at the 0.01 level (2-tailed), N=87

The results of correlation show significant relationship between Aspect of WLB and WLB. Thus, hypothesis 5 is **accepted**. Hypothesis 6, stating that There is significant positive relationship between aspects of Work life balance on Work life balance, is **accepted**. This implies positive impact of aspects of Work life balance on Work life balance.

**Suggestions:** Work-life balance is a broad concept including proper prioritizing between the Professional life which includes career, challenges, pressure, achievement and ambition on one hand and private life which includes pleasure, leisure, and family.

- Specific Counseling programs on Work Life Balance can be conducted.

- Employers can create awareness about the impact of work-life balance on employees personal and organization life.
- An ideal work culture can be created to achieve work-life balance
- Family welfare programs and family counseling programs can be conducted
- Employees' social gathering programs and public contact programs will be the better option to reduce the mental pressure in the workplace as the study reveals more mental pressure for the Women employees.
- The employee feels that the workloads are not equal between colleagues. So equal Distribution of workloads should be done to improve the satisfaction of employee, especially in the Hospitals.

- Although the female respondents agreed with Hospital WLB policies but they disagreed with overall WLB. So the female employees should be given the facilities like flexible time; job sharing, crèche facilities, and necessary breaks so that they feel that the organization is helping them in coordinating the family and professional life.
- More cohesiveness between departments, trust, and open communication, having a lighter Workload, less red tape, more training opportunities, having a better office and wash area Facilities, easier access to new technology etc.
- Open the lines of communication between administration, Board members, Trade union, And Employees as they all should be interested in the common goal of improving productivity And the performance of the organization.
- Women's Employees of hospitals should receive acknowledgment for their outstanding efforts, this can be conducted in the form of continuous appraisals, staff awards or specific reward system that will heighten their morale and at the same time acknowledge their good performance.
- As it shows that different age groups have different perceptions regarding WLB, so work should be distributed according to the age and qualification. It will improve the employee's Commitment and satisfaction level along with productivity and profitability.
- Work life imbalance is another reason of job dissatisfaction. Supportive management is required help employees to minimize the conflict

between work and family. Management should realize the importance of work-life balance and its adverse effect on job Satisfaction.

**Conclusion:** The fastest growing service sector provides an opportunity for employment of a number of women. The secret to work-life balance will vary depending on the field of work, financial position and family structure and. Personal and professional life work are two sides of the coin it is difficult to separate and form a source of conflict. The philosophy of work-life balance for the people/employee of the company is a very progressive and encouraging concept. Work life balance and job satisfaction is not a problem to be solved. These are ongoing issues to be managed. Both are not impractical, but it does take some rational effort and evaluation on an ongoing basis. Recognizing what is essential and relevant and striving for what is valued will make a work-life balance feasible. Utilizing management skills will encourage you to achieve job satisfaction and balance between work and home life. Sometimes stress provides positive results. Also stress sometimes motivate and refresh and enable people to achieve more. Stress appears to be in how individuals are able to cope with it. It could be said that with the change of satisfaction determinants, the level of job satisfaction also varies. For the employers, Work-life balance and Job satisfaction of employees will be an important input in designing appropriate policies for employees to address work - life balance and job satisfaction issues.

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