

Work Family Conflict among Women Academician: A Case from Chennai

*A.Gokulakrishnan,

**Dr.M.Ramesh

*Research Scholar in Management, Manonmaniam Sundarnar University, Tirunelveli

**Professor in Business Administration, Annamalai University, Chidambaram

Abstract

The relationship between work-family conflict, job satisfaction, and turnover intention has been explored extensively in the existing work-family conflict literature. This research study examines the relationship between work-family conflict, job satisfaction, and job turnover intention among female Academician teachers considering a situation in Chennai as a case-in-point. Questionnaire surveys were personally administered and data was collected from some of the Academician female teachers in Chennai. Tests for normality, correlation and regression were employed to test the hypotheses and answer the research questions. The results revealed that work-family conflict is explained by job satisfaction which impacts job turnover intention amongst the female faculty. Besides, work-life conflict and job turnover intention exert negative indirect effects on the one's job satisfaction. Additionally, job turnover intention is strongly explained by job satisfaction, and job satisfaction is predicted by work-family conflict the current study has a few limitations that must be stated. First, the research was conducted in only a few universities in Chennai as it's difficult to collect data from all the universities. Consequently, its findings are not applicable to other industries in the country. Nonetheless based on the basic concepts of this study, a comparative research with different countries (e.g. Chennai vs. India, Chennai vs. Bangladesh) that investigates similar variables could be conducted in the future. Second limitation was that this study was carried out within a short time frame with limited resources.

Originality/Value: This study contributes in two ways. First, it also provides insight into the importance of work life conflict, job satisfaction and job turnover intention among female Academician teachers. Second, this study provides evidence of the relationship between work- family conflict, job satisfaction, and job turnover intention.

Keywords: work-family conflict, work-life, Academician teachers, women, job satisfaction, job turnover intention.

Introduction

Literature reviews show that the relationship between work-family conflict and job satisfaction has been extensively explored by many researchers, but most of the studies reported negative relationship between these two variables (Anderson et al., 2002; Fyre and Breaugh, 2004). However there are few studies on relationship of job satisfaction and work-family conflict on job turn over intention among Chennai female teachers. Therefore objective of this study is to determine the relationship between job satisfaction, work-family conflict and job turn over intention. If female teachers experienced family life conflict results in a negative perception of their job satisfaction (Lambert et al., 2002).

Duxbury et al. (2001) reported that participating simultaneously in two tasks needed time and energy which cause Work-family Conflict among teachers. According to Nadeem and Metcalf (2007), push and pull between family and job tasks are referred as Work-family Conflict. The term has very ancient history. In barter system era, job was not much commonly term. Work wasn't considered as a career, but merely a survival means.

Empirical evidences of many researchers showed that job turnover is a critical issue (Richer, Blanchard & Vallerandi, 2002). Entrepreneurial organizations, managers and researchers paid attention to this issue to decrease the cost of hiring new employee, training them and the cost related to training tasks (Lucas et al., 1987 and Soon et al., 2005). According to Sharma and Jyoti (2009) turnover is pre- fixed. In West (2007) view turnover can affect a business in a variety of ways. Mitchel (1981) said that subsequent of long tenured manager can be observed in an organization, while the replacement of a marginally effective one is in favour of company's business. Long working hours engenders causes of turnover and work stress (Ling & Phillips, 2006). Work Life Balance (WLB) is an opposite term to Work-family Conflict (WFC). According to Lockwood (2003), Work-family Balance exhibits a balance in family and professional life. Work-family Conflict emerges when family or job demands are at opposite states. The need of balance family and work place tasks is predicament for employees and nearly impossible because of turbulent work environment and global economic development that need demanding job and tiring working hours.

In the past, Work-family balance was a major problem for females. On the contrary, parenting and caring factors don't affect men's work, due to which they are not victimized this conflict (Hearn, 1999). More than one decade's research has suggested a significant difference between predictors of WFC for male and female employees. Many educational researchers like (Frye and Breugh, 2004) have great urge to investigate the relationships between the professional and family lives of female teachers. Research on WFC emphasized on both managerial and non-traditional professions. This paper aims to investigate the relationship of job turnover intention, work-family conflict and job satisfaction.

Literature Review and Hypotheses

Tilly and Scott (1978) described that in pre-industrial revolution period, the whole family used to work as a unit, irrespective of age and gender. Females were supposed to maintain a balance between work effort and income for time and energy for the sake of domestic labour (Becker, 1985). As the women are demanded to do more and more domestic work they have to spend more time and given less help. The separate spheres of home and work are no more in practice and they have facilitated the work of females and become familiar both for men and women (Silver and Frances, 1994).

Moen et al., (1992) said that the second half 20 twentieth century saw a redesigning of structural period due the participation of women of all ages in work place. The social turmoil may cause for the households to adapt different roles, due to the waning practice of old routines and rules. Han and Moen (1999) also supported the redesigning of structure when they said that male and female should go hand to hand in the life course in dual earner viewpoint. The balances in result of restructuring are not just a settlement between employees and spouse/parents but a balance in three levels- his job, her job and their family objectives and duties.

Society's norms hamper the adoption of women's decision for their careers. In a society, women are supposed to fulfill different roles. These roles and demands of society may be conflicting. The first and foremost role among them is caring of family, which causes work-family conflicts for women. The pressure to create a balance in work and family roles engender work-family conflicts (Greenhaus, et al., 1985). Such rigid conflicts make women reduce their involvement in work which results in confronting less career opportunities progress. Embracing a family needs affect their career aspirations, which depend upon the values, norms, priorities, traditions, and the support she gets from her spouse, caring for age-based children and the assistance from organization for her ease and comfort and other incentives for children (Silver, 1993).

Work-Family Conflict

Pleck et al., (1980) reported a positive association between physical and mental work demands and a variety of work-family conflict. Goode (1960) said that role conflict has been penetrated in all spans of life. In Goode views, it is a problem of energies and skills allocation to individuals so that stress will not burn them out. Apart from it, changes in the level of work environment; engagement in territorial activities; communication stress and intellectual concentration demanded in work are major stressors at work (Burke et al. 1980b). Ferree (1990) said that societal attitudes and behavioral expectations of males and females are the predictors of gender role perspectives. Huber and Spitze (1983) reported that resources like, income, education and occupational status influence spouse's prestige and status relationship and lessen passive and monotonous house activities.

The standard of work hours of week are not followed according to hard and fast rules, nevertheless we often do so (Harriman, 1982). Increasing participation of women in work force has provoked business which meets the family needs by providing flexible work schedules (Wiatrowski, 1990). Silver and Frances (1994) suggested that increasing availability of flexible job, which women can adopt with families, may reconcile the conflict between work and family responsibilities. In addition, business needs have given birth to a good number of flexible employment opportunities that decrease costs and increase changes in labour needs (Silver and Frances, 1994). Empirical studies also showed increase in "spatially flexible" labour, e.g. work at home (Horvath, 1986).

Advancement in technology and round the clock economy has produced opportunities for parents to work in shifts to reconcile the demands on females simultaneously at both places, home and work (Presser,1988).Spitze (1978) said that flexibility in working hours compensates the difference between personal and professional life. According to Bergmann (1986), middle class women's participation in work force, due to having fewer children is now not a great conflict in family position. Longitudinal study said that young women don't turn to part-time job after marriage or a child birth as it was the case with women in the past to reduce their labour after such events. Robinson (1988) reported that in the modern age, women have to do greater family work and caring and the length of time which they spend in doing these jobs are decreasing, too, especially, among young women. Ross (1987) strengthened this statement by saying that women are spending more time in paid work which ultimately decreases the time in home tasks. Role overload recognized by Kahn et al. (1964) and lengthier working time along with schedule conflict by Pleck et al. (1980) are associated with time – based conflict. Silver (1993) said that bringing paid work to home likely increases home jobs, e.g. laundry and child care. In Silver and Frances's

views (1994), generally, the more demanding and mental attention required job minimizes domestic time.

Mellor (1986) said that although men may work outside regularly in day shift than women but (Presser, 1989) mothers are possibly to work five times evenings or nights in order to caring of children. Presser (1989) said that in dual-earner families, husbands care for children while their wives are working in non-regular shifts. In case of larger family more work is needed, but family members are also helpful in performing the housework (Goldscheider & Waite, 1991). Goldscheider & Waite (1991) said that highly paid women can hire domestic help due to the value of time. These women are likely to do less housework (Berk 1985; Goldscheider & Waite, 1991). Doing flexible jobs, like part-time, temporary and midday shift work or working at home depend on housework determinants, such as education, husband's job, and traditional gender role attitudes (Silver and Frances, 1994). This highly paid way indicates another strategy for those who can afford which results in increasing number of hiring nannies (Hochschild, 1999).

Kahn et al. (1964) have defined role conflict as the "simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other" (p. 19). Work-family conflict is positively related to the number of hours worked per week (Burke et al. 1980b; Keith & Schafer, 1980; Pleck et al., 1980) as well as the number of hours worked/commuted per week. Work-family conflict also has been associated with the amount and frequency of overtime and the presence and irregularity of shift work (Pleck et al., 1980). Herman and Gyllstrom (1977) found that married persons experienced more work-family conflict than unmarried persons. In a similar vein, it might be expected that parents would experience more work-family conflict than nonparents. Although support for this expectation has been mixed (Holahan & Gilbert, 1979a; Pleck et al., 1980), having the major responsibility for childrearing may be the significant contributor to work-family conflict (Bohen & Viveros-Long, 1981). Large families, which are likely to be more time demanding than small families, also have been associated with high levels of work-family conflict (Cartwright, 1978; Keith & Schafer, 1980).

The family becomes, in Goode's term, a "role budget center" (Goode, William, 1960), assuming a central position in the resolution of competing work and family claims. Parents with very young children cannot, for example, control the time pressures inherent in this life stage. Ambiguity and/or conflict within the work role have been found to be positively related to work-family conflict (Jones & Butler, 1980; Kopelman et al. 1983). In addition, low levels of leader support and interaction facilitation appear to produce work-family conflict (Jones & Butler, 1980).

H-1: Work-family Conflict is significantly correlated with Turnover Intentions among female Academician teachers

Job Satisfaction

Job satisfaction, as an outcome variable of work-family conflict, is defined here as "a pleasurable or positive emotional state resulting from the appraisal of one's job" (Locke, 1976). Many studies proved from their results that those employees who claim work-family conflict in their lives generally unsatisfied with their jobs.

Numerous studies support the negative relationship between work-family conflict and job satisfaction (Anderson et al., 2002; Boles and Babin, 1996; Frye and Breauigh, 2004; Kossek and Ozeki, 1998). Netemeyer et al. (1996) reported that work-family also effect other job related variables i.e. employee organizational commitment, job satisfaction and job turnover intention. Similarly, many studies results justify that professional worker feel dissatisfied when there is an interference between job actions and family issues (Pasewark and Viator, 2006), but there are few studies, for example Aryee et al., (1999) and Lyness and Thompson (1997), their studies results contradict with other study findings.

To date only Lambert et al. (2002) has studied the effect of work-family conflict on job satisfaction among correctional officers. Through a survey of Midwestern prison employees, after controlling for role conflict, role ambiguity, danger, and personal characteristics, they found that time- based work-to-family conflict negatively affects job satisfaction. Owing to the nature of correctional work (e.g. shifts, rotation on weekends/holidays, and job transfers), this study predicts that Taiwanese correctional officers may experience work-family conflict, which in turn could negatively affect their job satisfaction.

Thus, the following hypothesis is proposed:

H-2: Work-family Conflict is negatively correlated with Job Satisfaction among female Academician teachers

H-3: Job Satisfaction is negatively correlated with job turnover intention among female Academician teachers

Job Turnover Intention

According to Brigham, Castro & Shepherd (2007), actual exit-intentions to leaver are positively related to turnover. Shalley, Gilson and Blum (2000) said that greater divergence about job satisfaction and intentions cause greater turnover. In Naumann's words (1992), turnover is a separation of an employee from the firm. Organizational turnover literature has been one of the recent remarkable research approaches, on the basis of investigating employee's intentions to stay or leave in a firm. Employees' affective reactions to their job are influenced by self-actualization and interpersonal relations which in turn affect their turnover intentions (Lachman and Diamant, 1987).

Turnover at the turn of twenty – first century in the tight labour market is a critical issue, as it is particularly concerned with the management (Batt and Valcour, 2003). Leontaridi and Ward (2002) said that turnover of worker is in favour of growth and advancement. Other studies showed that best performers were more inclined to leave due to ample external opportunities (Jackofsky, 1984; Hochwarter et al., 2001). In Ahuja et al. words, (2007), turnover intention doesn't exhibit the result of turnover as other factors influence it. Similarly, Richer, Blanchard and Vallerandi (2002) said that turnover intentions were supposed to translate in turnover behaviour with the passage of time. As Bhagat (2003), said that reduced job involvement, weakened performance and low job satisfaction would certainly lead to absenteeism and turnover because of many consequences. Though the turnover process was supported and highlighted by the role of intentions, yet the study investigates the direct effect of personal and organizational variable on turnover or intentions (Mitchel, 1981). The above study exhibits the significance of turnover intentions among various labour markets. In future, research on turnover issues will likely be the growing as the changes taking place in management styles (Birdseye and

Hill, 1995).

H-4: Job turnover intention is significantly related with job satisfaction and work-family conflict among female Academician teachers.

Methods

Sample and Procedures

Data used in this study were obtained from female Academician teachers in Chennai. Female faculty belongs to different departments including Management Dept., Engineering Dept., Mathematics Dept., Environmental Sciences Dept., and Pharmacy dept. Questionnaires were personally administered to gather data about three variables i.e. work-family conflict, job satisfaction and job turnover intention. Of the 835 questionnaires distributed, 794 completed questionnaires were returned. After discarding invalid questionnaires, 518 usable questionnaires were retained, yielding a response rate of 62 percent.

The demographic characteristics of their respondents can be categorized as follows: 60 percent women's are senior faculty members while 40 percent are junior faculty members; 64 percent are married while 36 percent are unmarried; 16 percent are below 30, 41 percent are 31-40, and 45 percent are above 41 years old; and 42 percent had work experience of more than 5 year, while 58 percent had work experience above 2 years.

Measures

i. Work Life Conflict

Five items adapted from the work of Netemeyer et al. (1996) were used to measure employee perception of the degree to which work interferes with family life. An example of an item for the scale is "the demands of my correctional work interfere with my family life." Scores were calculated by taking the average of the five items.

ii. Job Satisfaction

The job satisfaction scale was adapted from the work of Stringer (2006) who used the short form of the Minnesota satisfaction questionnaire (MSQ) developed by Weiss et al. (1967). The average score of the 20 items was used to assess the attitudes of respondents regarding their job content. An example of an item for the scale is "I am satisfied that I have a chance to be of service of others".

iii. Job Turn over Intention

The job turn over intention scale was adapted from the work of Pare, Tremblay and Lalonde (2001). The reported value for alpha values was 0.76 and 0.81 respectively.

Analysis and Results

All the analyses are carried on women as only women are part of this research. We used the following statistical techniques to capture the distribution and predict various components of work-life conflict for women. First of all Cronbach's Alpha is measured for

all the variables used in current study. The rest includes demographic analysis about respondents; descriptive analysis; correlation and regression analysis to investigate the relationship between job satisfaction, work-family conflict and job turnover intention.

Descriptive Statistics

Table-I presents the means, standard deviations and variance among studied variables. The results of descriptive statistic for the current study indicate a general agreement of the respondents to the different work-family conflict studies. The mean values ranges from highest of 4.8 to lowest of 3.7. The results for job turnover intention indicated highest concurrence (Mean= 4.875, Standard Deviation= 0.428); job satisfaction (Mean= 3.784, Standard Deviation= 0.673) and work-family conflict (Mean= 4.245, Standard Deviation= 0.428).

Table-II shows the Cronbach's Alpha values for all the three variables. The results indicated overall Cronbach's Alpha for all three variables is (29 items) was 0.873. The Cronbach's Alpha for individual variables i.e. works family conflict (0.815); job satisfaction (0.834) and job turnover intention is 0.847. Table-III shows the collinearity test results for selected variables. Given that the values of Cronbach's Alpha for two of the variables are above acceptance level, it was decided to test their collinearity. The results reflected that tolerance levels (< or equal to 0.01) and Variation Inflation Factor (VIF) values (below 10) were within acceptable range (Kleinbaum et al., 1988). Durbin Watson values for all factors were between 1.5 and 2.5). The results did not indicate multi-collinearity between the four variables.

Hypothesis Testing

We first employed correlation test our H1-H4 hypotheses. Table-IV presents the results of correlation analysis. H1 predicts that work-family conflict positively effects job turnover intention. As shown in Table-IV, work-family conflict was positively related to job turnover intention ($r=0.642$, $p< 0.01$). According to results of Pare and Trembly (2000), work-family conflict is positively correlated with job turnover intention ($r= 0.136$, $p< .01$), while in results of Riley (2006) the value of Pearson correlation is bit above ($r= 0.30$, $p< 0.01$) than Pare and Trembly and showed a significant relationship. Hence, H1 was supported.

Similarly, correlation results shows that work-family conflict is negatively correlated with job satisfaction ($r= - 0.48$, $p< 0.01$). Correlation results for work-family conflict and job satisfaction was negative as well as significant at 0.01 interval level. It means due to work-family conflict, job satisfaction among female Academician teachers is very low. Hence H2 is not supported. Table-IV results indicated that job satisfaction is also negatively correlated with job turnover intention ($r= 0.269$, $p< 0.01$).As relation between job-satisfaction is effected by work-family conflict, therefore turnover intention is high. Hence H3 and H4 are not supported.

The results of regression analysis based on independent variables (work-family conflict, job satisfaction and job turnover intention) are presented in Table V. The overall model fit for regression equation was determined by F statistics. The model indicate positive and statistically significant relationship ($F = 16.39$, $p < 0.001$). The independent variables accounted for 72.3% ($R^2 = 0.723$) of variance in dependent variable of women work life

conflict. Job turnover intention with highest beta coefficient (0.415) is the most significant independent variable. Job satisfaction has negative value for Beta (Beta = -0.182) followed by work-family conflict (Beta= -0.164) respectively.

Discussion

The study examines the relationship between job satisfaction, work-family conflict and job turnover Intention. Although few studies conducted on Academician teachers especially on females, while western studies conducted in western context doesn't fully represents the problems in Chennai Academician teachers due to difference in socio-economic and cultural differences.

Having a supportive supervisor and flexi-time jobs are negatively related to all the parameters of work life conflict. Bad supervisor's role during hard time is highly positively related to demands at work & peer assistance is highly negatively correlated to work overload and restricted work hours which means peer assistance can reduce demands at work but has no significant impact on reducing time conflict, mental distress and work overload.

When there is more household expense i.e. money requirement and children (regardless of their number) are also present then all 4 parameters show more work life conflict being faced. Whereas, family size and husband's income is negatively related to demands at work, time conflict and mental distress show the same trend. As the number of family members increases and there are more earning hands in the family so there will be a reduction in work life conflict, however this is likely to result in work overload for women and there will still be more burden on them to manage all the work. An increase in husband's income is likely to lower the mental distress and time conflict faced by women because they will be at ease of having an additional earning support for the family in the form of their husbands. The greatest R² value is showing less variation in results and most reliability of findings. It can be seen that when there are more demands at work then less mundane household responsibilities are fulfilled, whereas mundane household responsibilities are positively related to time conflict, mental distress while being in two roles at a time and work overloads. Husband's attitude about wife's job directly affects demands at work, time conflict, mental distress while being in two roles the most and highly negatively related to work overload of wife. So if the husband adopts traditional way of conceptualizing his wife working out, then his wife will surely experience more demands at work and work assignments, more time conflict and mental distress while being in two roles at a time, but unusually less work overload and restricted work hours as she will not be considerate to accept work related assignments.

Conclusion

Faculty members, as significant human resources, can play a crucial role in enhancing output in different social establishments, including universities and educational systems, if they are satisfied with their job condition. Nowadays nearly half the members belong to female employees in different organizations such as universities and educational settings. The attitude of this number of employees, including female faculty members, is of special significance if the quality of work is to be enhanced in universities (Samad, et al., 2011).

Bearing in mind this significance and that most of the research focused on the

relationship between work-family conflict and job satisfaction, but most of the studies reported negative relationship between these two variables. However there are few studies on relationship of job satisfaction and work-family conflict on job turn over intention among Chennai Academician female teachers. Therefore, objective of this study was to determine the relationship between job satisfaction, work-family conflict and job turn over intention of the female faculty. The current study investigated job satisfaction among female faculty members of a few Chennai universities. The assumption was that the satisfaction level of faculty members, particularly female, from their job could significantly enhance the quality of education. Then, following the data collection procedure and questionnaire analysis, the data were subjected to numerous statistical tests. As per research results, the variables used in this study including job satisfaction indicated overall weak or negative levels.

Practical Implications

The present study has proven a positive association between work-family conflict and job satisfaction in the contexts of turnover intentions. The study also possesses some limitations, as all articles do so. The study recommends that further research on turnover intentions may show more better results when other concerned variables are undergone. The other recommendation for further research goes into the inclusion of more respondents. The study recommends that the top management of organization should take this issue seriously and set some rational objectives for female at Academician level, in which they can fully participate. The next recommendation of the present study is again for top management to facilitate women by giving them periodic relief from monotonous life routines and the management also creates the environment in which females don't feel any barriers in communication with their colleagues.

Limitation of Study

The current study contains a few limitations that must be stated. First, the research was conducted in only few universities in Chennai as it's difficult to collect data from all the universities. Consequently, its findings are not applicable to other industries. Nonetheless, a comparative research with different countries (e.g. Chennai vs. India, Chennai vs. Bangladesh) that investigate similar variables could be conducted in the future research studies. Second, the study was carried out within a short period of time. It is recommended that future researchers perform a longitudinal study to examine work-family conflict process over time, thus capturing relevant data during different occurrences of stressful conditions between work and family and its impact on job satisfaction resulting in fast turn-over of female faculty in Chennai universities.

Results

Table-I Descriptive Statistics

| | Mean | | Std. Deviation | Variance |
|------------------------|-----------|------------|----------------|----------|
| | Statistic | Std. Error | | |
| Work-family conflict | 4.245 | 0.6443 | 0.428 | 0.513 |
| Job Satisfaction | 3.784 | 0.7231 | 0.693 | 0.463 |
| Job Turnover intention | 4.875 | 0.7523 | 0.468 | 0.621 |

N= 518

Table-II Cronbach’s Alpha Coefficient

| Variables | Cronbach’s Alpha | No of items |
|----------------------------------|------------------|-------------|
| Work-family conflict | 0.815 | 5 |
| Job Satisfaction | 0.834 | 20 |
| Job Turnover intention | 0.847 | 4 |
| All Overall Alpha for instrument | 0.873 | 29 |

Table-III Test of Collinearity

| Variables | Tolerance | (VIF) |
|----------------------|-----------|-------|
| Work-family Conflict | 0.651 | 1.537 |
| Job Satisfaction | 0.545 | 1.904 |
| Work-family conflict | 0.743 | 1.709 |

Table-IV Correlation Matrix

| | WFC | JS | JTI |
|-----|----------|----------|-----|
| WFC | 1 | | |
| JS | -0.428** | 1 | |
| JTI | 0.642** | -0.269** | 1 |

** Significant level at P< 0.01 (2 Tailed)
 * Significant level at P< 0.05 (2 Tailed)
 WFC: Work-family Conflict
 JS: Job Satisfaction
 JTI: Job Turnover Intention

Table-V Regression Analysis

| Variables | Proposed Effects | Path efficient | Co-observed T-values | Sig. |
|------------------------|------------------|----------------|----------------------|-------|
| Work-family conflict | - | -0.182 | -2.012 | 0.001 |
| Job satisfaction | - | -0.164 | 1.980 | 0.001 |
| Job Turnover intention | + | 0.415 | 3.178 | 0.002 |

Significant level: * P< 0.01,

N= 518

Adjusted

R²= 0.7

Overall Model:

F=16.39

P< 0.01, R²= 0.791,

Reference

- [1] Anderson, S.E., Coffey, B.S. and Byerly, R.T. (2002), "Formal organizational initiatives and informal workplace practices: links to work-family conflict and job-related outcomes", *Journal of Management*, Vol. 28 No. 6, pp. 787-810.
- [2] Ahuja, M.K., Chudoba, K.M., Kacmar, C.J., McKnight, D.H., & George, J.F. (2007), *IT Road Warriors: Balancing Work-family Conflict, Job Autonomy, and Work Overload to mitigate Turnover Intentions*. *MIS Quarterly* Vol. 31 No1, pp. 1-17/March 2007.
- [3] Aryee, S., Luk, V., Leung, A. and Lo, S. (1999), "Role stressors, inter-role conflict, and well-being: the moderating influence of spousal support and coping behaviors among employed parents in Hong Kong", *Journal of Vocational Behavior*, Vol. 54, pp. 259-78.
- [4] Batt, R. & Valcour, P.M. (2003), *Human Resources Practices as Predictors of Work-Family Outcomes and Employee Turnover*. *Industrial Relations*, Vol. 42, No. 2.
- [5] Becker, Gary. (1985), *Human Capital, Effort, and the Sexual Division of Labor*, *Journal of Labor Economics*, 3:33-58
- [6] Berk, Sarah Fenstermaker (1985), *the Gender Factory*. Plenum Publishers
- [7] Bergmann, Barbara. (1986), *the Economic Emergence of Women*
- [8] Bhagat, R.S. (1983). *Effects of Stressful Life Events on Individual Performance Effectiveness and Work Adjustment Processes within Organizational Settings: A Research Model*. *Academy of Management Review*, Vol. 8, No. 4, 660-671.
- [9] Birdseye, M.G. & Hill, J.S. (1995), *Individual, Organizational/Work and Environmental Influences on Expatriate Turnover Tendencies: An Empirical Study*. *Journal of International Business Studies*, Vol. 26, No. 4, (4th Qtr), pp. 787-813.
- [10] Brigham, K.H., Castro, J.O.D., & Shepherd, D.A. (2007), *A Person-Organization Fit Model of Owner-Managers' Cognitive Style and Organizational Demands*, *Baylor Academician*, 1042-2587.
- [11] Bohlen, H. C., & Viveros-Long, A. (1981), *Balancing jobs and family life: Do flexible work schedules help?* Philadelphia: Temple Academician Press
- [12] Boles, J.S. and Babin, B.J. (1996), "On the front lines: stress, conflict, and the customer service provider", *Journal of Business Research*, Vol. 37 No. 1, pp. 41-50.
- [13] Burke, R. J., Weir, T., & Duwors, R. E (1980b), *Work demands on administrators and spouse well-being*. *Human Relations*, 33, 253-278.
- [14] Duxbury Linda & Higgins Chris (2001), *Work Life Balance in the New Millennium: Where are we? Where we need to go?* CPNR Discussion paper no W/12 October
- [15] Ferree, M. M. 1990. *Beyond separate spheres: Feminism and family research*. *Journal of Marriage and the Family*, 52: 866-884.
- [16] Frone, M. R., Yardley, J. K., and Markel, K. S. (1997), *Developing and Testing an Integrated Model of the Work-Family Interface*, *Journal of Vocational Behavior*, Volume 50, Issue 2, April 1997.
- [17] Frye, N.K. and Breaugh, J.A. (2004), "Family-friendly policies, supervisor support, work-family conflict, family-work conflict, and satisfaction: a test of a conceptual model", *Journal of Business and Psychology*, Vol. 19 No. 2, pp. 197-220.
- [18] Greenhaus, Jeffrey H. and Nicholas J. Beutell (1985), *Sources of conflict between work and family roles*. *Academy of Management Review* 10:76-88.
- [19] Goldscheider, Frances, and Linda Waite (1991), *New Families, No Families*, Academician of California Press
- [20] Goode, William J. 1960. "A theory of role strain." *American Sociological Review* 41: 483-496.
- [21] Han, Ship-Kap and Phyllis Moen (1999), *Work and family over time: A life course*

approach.

The Annals of the American Academy of Political and Social Sciences 562:98-110 [22]
Hochschild, Arlie (1999), "The Nanny Chain." American Prospect 11:32-36.

[23] Hearn Jeff. (1999), A Crisis in Masculinity, or New Agendas for Men? In Walby, S. (ed.)
New

Agendas for Women, Basingstoke: Macmillan Press.

[24] Harriman, Ann. 1982. The Work/Leisure Trade-off. New York: Praeger

[25] Herman, J. B., & CGyllstrom, K. K. (1977), Working men and women: Inter- and
intra-role conflict. Psychology of Women Quarterly, 1: 319-333.

[26] Horvath, Francis W. (1986), "Work at Home: New Findings from the Current
Population Survey." Monthly Labor Review 109:31-35.

[27] Huber, J., & Spitze, G. (1983), Sex stratification: Children, housework, and jobs.

[28] Hochwarter, W.A., Ferris, G.R., Cauty, A.L., Frink, D.D., Perrewe, P.L., & Berkson,
H.M. (2001), Reconsidering the Job-Performance-Turnover Relationship: The Role of
Gender in Form and Magnitude. Journal of Applied Social Psychology, 31, 11, pp. 2357-
2377.

[29] Jackofsky, E.F. (1984), Turnover and Job Performance: An Integrated Process
Model. The

Academy of Management Review, Vol. 9, No. 1, pp. 74-83.

[30] Jones, A. P., & Butler, M. C. (1980), A role transition approach to the
stresses of organizationally-induced family role disruption. Journal of Marriage and the
Family, 42: 367-

376. New York: Academic Press.

[31] Kahn, R. L., Wolfe, D. M., Quinn, R., Snoek, J. D., & Rosenthal, R. A. (1964),
Organizational stress, New York: Wiley.

[32] Kopelman, R. E., Greenhaus, J. H., Connolly, T. F. (1983), A model of work, family,
and inter- role conflict: A construct validation study. Organizational Behavior and Human
Performance,
32, 198-215.

[33] Kossek, E.E. and Ozeki, C. (1998), "Work-family conflict, policies, and the job-life
satisfaction relationship: a review and directions for organizational behavior-human resources
research", Journal of Applied Psychology, Vol. 83 No. 2, pp. 139-49.

[34] Lambert, E.G., Hogan, N.Y. and Barton, S.M. (2002), "The impact of work-family
conflict on correctional staff job satisfaction", American Journal of Criminal Justice, Vol. 27,
pp. 35-51

[35] Lachman, R. & Diamant, E. (1987), Withdrawal and Restraining Factors in Teachers'
Turnover Intentions. Journal of Occupational Behaviour, Vol. 8, No. 3, pp. 219-232.

[36] Leontaridi, R.M., & Ward, M.E. (2002), Work-Related Stress, Quitting Intentions and
Absenteeism. Department of Economics, Discussion Paper No. 493.

[37] Ling, S.O., & Phillips, D.R. (2006), Research on Family-friendly Employment
Policies and Practices (FEPPs) in Hong Kong. Commissioned by the Equal Opportunities
Commission and the Women's Commission

[38] Lucas, G.H., Parasuraman, A., Davis, R.A., & Enis, B.M. (1987), An Empirical Study of
Sales forces Turnover. Journal of Marketing, Vol. 51, No. 3, pp. 34-59.

[39] Lockwood Nancy. R. (2003), Work/Life Balance: Challenges and Solution 2003
Quarterly Report" HR Magazine June

[40] Lyness, K.S. and Thompson, D.E. (1997), "Above the glass ceiling? A comparison of
matched samples of female and male executives", Journal of Applied Psychology, Vol. 82, pp.
359-75

[41] Major VS, Klein KJ, Ehrhart MG. (2002), Work time, work interference with
family, and psychological distress. Journal of Applied Psychology

- [42] Mellor, Earl. (1986), "Shift Work and Flexitime: How Prevalent Are They?" *Monthly Labor Review* 109:14-21.
- [43] Mitchel, J.O. (1981), The Effect of Intentions, Tenure, Personal, and Organizational Variables on Managerial Turnover. *The Academy of Management Journal*, Vol. 24, No. 4, pp. 742-751.
- [44] Moen, Phyllis and Elaine Washington (1992), "The concept of family adaptive strategies", *Annual Review of Sociology* 18:233-251
- [45] Nadeem, S., & Metcalf, H. (2007), *Work-life policies in Great Britain: What works, where and how?* Employment Relations Research, Series no.77.
- [46] Netemeyer, R.G., Boles, J.S. and Mc Murrian, R. (1996), "Development and validation of work-family conflicts and work-family conflict scales", *Journal of Applied Psychology*, Vol.81, pp. 400-10
- [47] Naumann, E. (1992), A Conceptual Model of Expatriate Turnover. *Journal of International Business Studies*, Vol. 23, No. 3, (3rd Qtr.), pp. 499-531
- [48] Paré, G., & Tremblay, M. (2000), the Measurement and Antecedents of Turnover Intentions among IT Professionals. *Scientific Series*
- [49] Pasewark, W.R. and Viator, R.E. (2006), "Sources of work-family conflict in the accounting profession", *Behavioral Research in Accounting*, Vol. 18, pp. 147-65.
- [50] Pleck, J. H., Staines, G. L., & Lang, L. 1980. Conflicts between work and family life, *Monthly Labor Review*, 103(3): 29-32.
- [51] Presser, Harriet. 1986. "Shift Work among American Women and Child Care." *Journal of Marriage and the Family* 48:551-63.
- [52] Pleck, J. H., Staines, G. L., & Lang, L. (1980), Conflicts between work and family life. *Monthly Labor Review*, 103(3): 29-32
- [53] Richer, S.F., Blanchard, C., & Vallerandi, R.J. (2002), A Motivational Model of Work Turnover. *Journal of Applied Social Psychology*, 32, 10, pp. 2089-2113
- [54] Robinson, John P. 1988. "Who's Doing the Housework?" *American Demographics* 10:24-8
- [55] Ross, Catherine E. 1987. "The Division of Labor at Home", *Social Forces*, 65:816-33
- [56] Samad Sajjadi, Navideh Nasiri Oskouei, Samira Ghandchi, Jandark Eghlidi (2011), Job Satisfaction and its Contributing Factors in Female Faculty Members of Shahid Beheshti Academician of Medical Sciences, *Journal of Paramedical Sciences (JPS)* Winter 2011 Vol.2, No.1
- [57] Sharma, R.D. and Jyoti, J. (2009), "Job satisfaction of Academician teachers: an empirical study", *Journal of Services Research*, Vol. 9 No. 2, pp. 51-80.
- [58] Shalley, C.E., Gilson, L.L., & Blum, T.C. (2000), Matching Creativity Requirements and the Work Environment: Effects on Satisfaction and Intentions to Leave. *The Academy of Management Journal*, Vol. 43, No. 2, pp. 215-223
- [59] Silver, H and Frances. G, (1994) Flexible Work and Housework: Work and Family Constraints on Women's Domestic Labor, 72(4): 1103-1119.
- [60] Silver, Hilary. 1993. "Homework and Domestic Work." *Sociological Forum* 18:181-204.
- [61] Stringer, L. (2006), "The link between the quality of the supervisor-employee relationship and the level of the employee's job satisfaction", *Public Organization Review*, Vol. 6, pp. 125-42
- [62] Spitze, G. (1978), Role experience of young women: A longitudinal test of the role hiatus hypothesis. *Journal of Marriage and the Family*, 40, 471-479
- [63] Soon, A., Quazi, H.A., Tay, C., & Kelly, K. (2005), *Studies on the Impact of Work-*

Life

Initiatives on Employee & Firm Performance, Executive Report for Public release.

[64] Tilly, Louise A. and Joan W. Scott. (1978), Women, Work, and Family. New York: Holt, Reinhart and Winston.

[65] Wiatrowski, William. (1990), "Family-related Benefits in the Workplace" Monthly Labor Review 113:28-33.

[66] West, L.S. (2007), Examining the relationship between employee-superior conflict and voluntary turnover in the workplace: A comparison of companies across industries, Master of Science (Psychology), 49 pp., 7 tables, references, 55 titles.