



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2018; 4(8): 164-175
www.allresearchjournal.com
Received: 29-06-2018
Accepted: 30-07-2018

Dr. Sneha Racheal Samuel Kutty
Assistant Professor, University of Modern Sciences Al Twar-3,7A Street, Dubai, P.O Box 231931 United Arab Emirates

Impact of working hours on family wellbeing, health and lifestyle of women employees working in It/Bpo sector

Dr. Sneha Racheal Samuel Kutty

Abstract

This paper examined the impact of working hours on family well-being and health of women employees working in IT/BPO sector. The sample consisted of 413 women employees working in IT/BPO sector of Pune region. MANOVA was conducted to find the impact of working hours on family wellbeing and health of women employees. ANOVA was conducted to find the impact of working hour on each dependent variable of family wellbeing and health. The results from MANOVA revealed that there is a significant impact of working hours on family well-being and health of women employees. ANOVA results for impact of long working hours on each dependent variable shows that there is a significant impact of working hours on missing quality time with family members, family members complaining about time women employees spend with family reduce in frequency of conversation with family members, becoming more irritated and impatient due to work, increase in frequency of argument with family members “bonding in relationship” with family members. ANOVA results shows that there is a significant impact of working hour on Women employees’ are getting tired and exhausted, physical health, can’t relax after coming home from work, mental stress level of women employees’ and behavioural changes in women employees.

Keywords: Women employees, working hours, work load, family wellbeing, IT/BPO sector

Introduction

Work life balance refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life. It is an issue that is important both to the organizations and to employees. In today’s globalised world there are lot of changes in the work place. So in this highly competitive work environment organizations are having lot of pressure for higher productivity and in this situation we want employees with good work life balance so that they can contribute to the fullest potential for their organisational growth and success.

The software and IT enabled services has provided a good path for the employment of women, who usually were not comfortable in working technical occupations, but have the essential knowledge base and flexibility to adjust themselves to the outsourcing industry. The major resource required by the software and services outsourcing in India is continues supply of educated technical labour or ‘knowledge workers’. UNCTAD Report (2002) [42] revealed software and IT-enabled services has broadened job prospects for women, who can now work from home (assuming adequate infrastructure and bandwidth are available) or in a data centre or tele-centre close to home The number of software professionals increased from 6800 in 1985 to 650,000 in 2003-2004.

The Indian IT-BPO industry, has become identical with some truly revolutionary work related to women employees, more than other industries in India and has been coming up with initiatives designed to promote the interests of women in their workplace. In 2007-08, the IT industry had 28 per cent women in its workforce compared to 24 per cent in 2005-06. At the entry level, in 2005-06, 38 per cent were women compared to 47 per cent in 2007-08. (NASSCOM Report). The Women and IT Scorecard – India report aims to comprehend the profile of Women in the Indian IT-BPM industry. “India’s IT-BPM industry currently employs nearly 3.9 million people, of which over 34 per cent are women [~1.3 million]. The idea of this report is to bring to the forefront, measures and policies supporting women’s progression in the workplace and the need for the entire industry to come together to provide

Correspondence
Dr. Sneha Racheal Samuel Kutty
Assistant Professor, University of Modern Sciences Al Twar-3,7A Street, Dubai, P.O Box 231931 United Arab Emirates

opportunities and support required for their successful career advancement within the sector. This report can be used by the IT-BPM industry as a scorecard to benchmark their gender inclusive policies and practices," explained Sangeeta Gupta, senior vice president, NASSCOM. (As per E & T report)

In the globalised world there is a significant progress in work due to strong and competitive work environment. To sustain in highly competitive labor market companies are outsourcing to reduce labor cost. As a result long working hours and 24/7 working style has dominated the life of IT/BPO workers. It was expected that technology will lower down the work pressure and give more free time to the employees, but on contrast technology is taking the time of employees from their family life. Due to technology the separation between work and home has almost become blurred. With information technology (IT) workers being increasingly stretched by extensive projects and aggressive timelines, this fictional example illustrates a problem faced by many organizations. While extended work demands are not the exclusive domain of IT professionals, mounting evidence indicates that workers in the IT sector are experiencing longer work hours, more work-life conflict, and higher indices of burnout than their co-workers in other functional areas. Thus long working hours, excess work load, travelling time, project deadlines, nonstandard work schedule like alternative shifts, work on weekend are adversely affecting the family wellbeing, health and life style of employees' working in IT /BPO sector

Literature review

(Barbara Pocock, 2001) This research pointed out the effect of long working hours on the relationship between working mothers and children. The study says the most essential thing children need from their parents is time – Quality time and focused time. The working mothers lack in giving their children enough quality time and focused attention. The children also felt their mothers are too tired and exhausted because of long working hours because of which they aren't able to spend quality time with them. From this study, it is understood that long working hours causes tiresome and stress in working mother, which finally impacts their relationship with their children.

(Ruth Weston, Matthew Gray, Lixia Qu and David Stanton) This paper explored the implications of fathers' long working hours on their own wellbeing and their families well-being. The impact of working hours on their health and life satisfaction, their relationships with spouse and children, were explored. Strength of the analysis in this research is that the relationship between father and other family members is measured not only from father's perspective but also from partners' perspective. This survey involved face-to-face interviews with nearly 14,000 respondents aged 15 or more years from 7,682 households across Australia. The information was collected from all members of the household aged 15 years and over. This research concluded that fathers who work for more than 50 hours reported lot of stress in their relationship with children and spouse.

(Shoaib Akhtar, Ayesha Kashif, Ahmed Arif and M. Afzal Khan, 2012) [123].

The study found out the effects of extended working hours on family wellbeing of dual earners. The research was conducted in the banking sector and respondents were both partners working in the banking sector. Females are now

considered as equal partners in. Sustaining the family livelihood. Females have to cope with work demands, i.e. work for longer hours, heavy workload, travelling and on the other hand they have to handle home demands, i.e. child care, care of old relatives, kids schooling, leisure time, commitments with family and friends. The results of the study show that two of the dimensions of extended working hours namely work life balance and work stressors have significant impact on the relationship with family members and their personal lives.

(Galinsky 1999). Working mothers and the effect on children The research suggest that working mothers and fathers have difficulty in giving quality time to their children and vice versa: whether mothers work or not is not a significant determinant of outcomes for children. More important is a range of other factors including the quality of relationships and their mother's 'state' (whether mothers are able to be responsive to their children. Children wants their parents to be present at the important events of their life (events, problem, sickness). The finding of the study revealed that 50 per cent of parents with children 0-18 years 'say that they have too little time with their child because of long working hours.

(Cooper and *et al*, 1999) The survey reported on the IM-UMIST Quality of Working Life Survey suggested a link between long working hours and marital relationship. In the study, 59 per cent of managers claimed that long hours severely affected their health. Moreover, 72 per cent of the managers surveyed also indicated that long working hours had negatively affected their relationship with their spouse/partner.

(Steiber, 2009) found that time-based work demands were strongly associated with the work-family conflict both among women and men. Long working hours, work on weekly off, unpredictable work routine showed an adverse effect on family conflict, with long and unsocial hours being more strongly related to time based conflict than to strain based conflict. Strain-based work demands were also found to be influential in the creation of conflict. The people with high work pressure perceived high level of conflict in their family. It was also found that people who had job autonomy in selecting their work schedules can better co-ordinate the time demands of their work and family roles. Further, a higher level of job skill was found to increase women's and men's feeling that their job prevented them from giving more time to their partners and families (time based conflict), and was also related to strain based conflict, i.e., the feeling that one is often too tired after work to engage in non-work activities.

(Pittman and McHale 1994). The research examined the effect of long working hours on the quality of marital relationships of male army officers and their wives. A study of male army officers found no direct association between husbands' working hours and marital tension but 'husbands' work hours were linked to marital tension through wives' satisfaction with their husbands' hours and wives'.

(Drew and Murtagh, 2005) This paper examined the experience and attitude of female and male senior managers towards work life balance. The study was undertaken in a major Irish organization, for which work life balance was a strategic corporate objective. The finding of the study revealed that long working hours was the greatest obstacle for achieving work life balance. The findings also revealed

that men and women in senior management recognized that their own careers would be seriously jeopardized.

Burke and Cooper (2008)^[60] also this research reported that long working hours is associated with unhealthy lifestyle choices, such as smoking, coffee intake and alcohol consumption, lack of exercise and poor diet. These unhealthy life style which lead to a higher risk of coronary heart disease and poorer overall health from a young age. (Galinsky 1999). The research suggest that working mothers and fathers have difficulty in giving quality time to their children and vice versa.: whether mothers work or not is not a significant determinant of outcomes for children. More important is a range of other factors including the quality of relationships and their mother's 'state' (whether mothers are able to be responsive to their children), along with the role of fathers and the general tenor of households. Children wants their parents to be present at the important events of their life (events, problem, sickness).The finding of the study revealed that 50 per cent of parents with children 0-18 years 'say that they have too little time with their child because of long working hours.

(Hochschild, 1997)^[14] In this paper we examine the effects of alternate work schedules on perceived imbalance between the demands of work and the demands of family or personal life—the “time bind” The time bind represents a complex phenomenon reflected in the simultaneous time and energy demands of family life and the workplace, both considered to be “greedy institutions”. A ‘time bind’ occurs when work and family/personal obligations are perceived to be out of balance due to lack of time to meet both. There is a subjective feeling that work and family/personal demands each make legitimate claims on an individual's time, but the individual cannot control the balance between them.

(Becker & Moen, 1999)^[2] There is evidence that workers are attempting to achieve work-life balance (i.e., unbinding time) by working nonstandard, “alternate” (non-Monday–Friday or non-day) shifts, and/or flexible job schedules or part-time.

(Presser, 1995)^[37] Alternate scheduling is best solution that is proved and by the early 1990s only one out of three employed Americans age eighteen and above worked the “standard shift” (daytime, 35–40 hours a week, five days a week, Mondays through Fridays). Although much of the increase in alternate schedules is due to the growth of part-time employment, but those employees who are working full-time there are workers who are working in alternate shifts—roughly two out of every five. Of these full-time workers, about 17 percent work nonstandard hours (e.g., evenings, nights, rotating shifts) while 34 percent work nonstandard days (e.g., weekends). 11 percent of full-time workers work both nonstandard hours and days. Beyond these numbers, but also overlapping with them, are the more than one in four fulltime workers who work “flexible” schedules which allow for some choice as to the times they begin and end work. But the employees who are working nonstandard schedules—half of women and one-third of men—cite family-related reasons, such as child care, for doing so. However, before singing the praises of alternate scheduling as “the” strategy for “unbinding” work-life time conflicts, it should be pointed out that most individuals working alternate schedules—half of women and two-thirds of men—do so because such a schedule is a requirement of their employer or the work itself.

Bangalore: (as cited by The Hindu, Karnataka. October 15, 2005).

They are not exactly on the spot when it comes to a good work-life balance, a happy marriage, and in many cases, work satisfaction. Despite a high disposable income and the glamour of consumerism, employees in the information technology (IT) and IT-enabled services in Bangalore are not a happy lot. According to a study by Gopal Mahopatra and Naga Siddartha of the National Human Resource Development Network, Bangalore Chapter, the main reason for many IT professionals having a lopsided work-life balance is the long working hours. They are left with little time for themselves or their families and this tells on their mental and physical health. The study says that among the factors affecting work-life balance, overwork and long working hours account for a good 58 per cent. The work environment accounts for 40 per cent, uneven workload for 38 per cent, a demanding spouse or immediate family 32 per cent, and social changes 20 per cent. The last is considered significant in the case of many professionals who come from small towns and are suddenly plunged into the westernised and cosmopolitan culture of Bangalore. The long working hours and work overload is typical of the IT industry, according to many human resources managers. Though most IT firms have a five-day week, the workload is going up. After the 2001-02 slump, companies that downsized did not always hire more people after business picked up. This means that being called to work on weekends and 14-hour working days have become synonymous with the sector. There are also long intervals between projects when many software professionals are sent to training sessions to keep them occupied. They react to such breaks negatively; many feel they are not competent enough or that their potential is not adequately used. There is also disappointment among newcomers, especially in the business process outsourcing sector. Other studies have revealed that call centre executives suffer from deep feelings of inferiority owing to factors such as working during nights and not really using their technical skills. The skewed work-life balance affects health and family life. Among the respondents in the study, 80 per cent have some health problem. Considering their young age, 78 per cent have heart problems, 50 per cent suffer from chronic headaches and insomnia, and 31 per cent have high blood pressure. Interpersonal relationships are also affected. At least 62 per cent report poor family relations, 28 per cent have strained marital relations, and 22 per cent are either divorced or are on the verge of it.

(Mohan and Ashok, 2011)^[103] in their study showed that the women software professionals experienced moderate level of stress and stress dimension. This study revealed that more than half of the respondents experience medium level of depression and also suggested the age and experience significantly influence the overall stress and depression experienced by the employees. Their study revealed that there might be a strong relationship between overall stress and depression. This enabled the researcher to choose stress at work as one dimension of work- life conflict

Research Gap

From the above literature survey it was found that there are lot of researches that is carried out to study the work life balance of employees working in different sectors, all research considered the bidirectional way of work life

balance i.e. work interference with family and family interference with work. Most of the studies focused on works impact on relationship (family wellbeing, family conflict) and very few focused on health, lifestyle and intentions to quit job. In western context there were few researches that have been done to study the unidirectional approach i.e. the impact of some of the work schedule factors on personal life of women employees. But in Indian context there is no research that has tried to study work schedules' impact on personal life of women employees. So the researcher is interested in a unidirectional approach i.e. works' impact on personal life and what efforts organisation can take to reduce work interference with personal life (family wellbeing, and health). There are no studies in Indian context that are focusing on impact of work schedule on personal life of women employees working in IT/BPO sector. So the researcher is interested in finding out "Impact of work schedule on personal life of women employees working in IT/BPO sector".

Problem Statement

Many women are opting for jobs in IT/BPO sector due to good salary package, sitting job, challenging job opportunities, no gender based selection, performance based promotions etc. but there is a rising concern on the flip side - the long-working hours and stress-filled lives have affected family wellbeing of women employees. So the researcher want to find out whether there is a significant impact of working hours on family well being and what measures can be taken by the organization to reduce the problems that is affecting the women employees.

The Significance of The Study

This study will help the employers, government and all concerned agencies of IT /BPO sector to understand about the "impact of work schedule on personal life of women employees". The findings of this study will help to understand the impact of Long working hours and work load *on women employees family wellbeing, health problems*. Based on this study employers, government and all concerned agencies together can formulate an effective work support policies (with proper implementation of flexible work schedule option) additional welfare like baby Creech, tie ups with counsellors to solve family problems and psychological problems, nutrionalists and dietician to create some awareness about the negative effects of bad eating habits.

Thus based on this study appropriate action can be taken to reduce the negative effects of work schedule factors and to retain the women employees in IT/BPO sector.

Objectives of the Study

1. To find the impact of working hour on family well being of women employees working in IT/BPO sector.
2. To examine the effect of work load on family well-being of women employees working in IT/BPO sector.

Hypothesis of the Study

1. H_0 : Working hours does not influence relationship with family members.

H_1 : Working hours does influence relationship with family members.

2. H_0 : Working hours does not affect the health of women employees.
3. H_1 : Working hours adversely affect the health of women employees.

Scope of the Study

1. Women employees working in IT/BPO sector of Pune City.
2. The study tries to find out the impact of working hours on women employees relationship with family members.

Limitation of the Study

The data was collected through questionnaire and interview method so some of women employees were little hesitant to give true information about their personal life i.e. relationship with family members. Since women employees of IT/BPO sector are too busy, at the time of interview it was very difficult for them to spare half an hour also, so the researcher could only obtain limited information with some of the respondents.

Research Design

The Descriptive research design is used in the study

Data Analysis and Interpretation

Frequency distribution, Descriptive statistics and Statistical tool MANOVA & ANOVA was used to test the hypothesis

Hypothesis Testing

Research Question

Does working hours in a day influence relationship with family members?

Statistical Test: Manova

Variables and Measurement

Independent Variable: Working hours in a day was measured using nominal scale (1 - Less than 9 hours, 2 - 9 to 10 hours, 3 - 10 to 11 hours, 4 - 12 hours and above).

Dependent Variable

All dependents variables were measured using interval scale (1 – very less extent, 2 – less extent, 3 – some extent, 4 – large extent, 5 – very large extent).

1. Miss quality time with your family
2. Family Members complain
3. Frequency of conversation has reduced
4. More impatient and irritated
5. Frequency of argument have increased
6. Bonding

H_0 : Working hours in a day does not influence relationship with family members.

H_1 : Working hours in a day does influence relationship with family members.

Level of Significance $\alpha = 0.05$

Descriptive Statistics – Working hours influence on relationship				
	Working hours in a day	Mean	Std. Deviation	N
Miss quality time with your family	Less than 9 hours	3.67	.868	24
	9 to 10 hours	3.89	1.083	223
	10 to 11 hours	4.23	.821	122
	12 hours and above	4.61	.496	33
	Total	4.04	.987	402
Family Members complain	Less than 9 hours	3.13	1.329	24
	9 to 10 hours	3.20	1.089	223
	10 to 11 hours	3.51	.874	122
	12 hours and above	3.67	.990	33
	Total	3.33	1.048	402
Frequency of conversation has reduced	Less than 9 hours	3.29	1.122	24
	9 to 10 hours	3.49	1.086	223
	10 to 11 hours	3.98	.949	122
	12 hours and above	4.42	.561	33
	Total	3.70	1.059	402
More impatient and irritated	Less than 9 hours	3.17	1.049	24
	9 to 10 hours	3.61	1.172	223
	10 to 11 hours	3.98	.971	122
	12 hours and above	4.48	.712	33
	Total	3.77	1.113	402
Frequency of argument have increased	Less than 9 hours	2.54	.884	24
	9 to 10 hours	3.22	1.147	223
	10 to 11 hours	3.60	1.001	122
	12 hours and above	4.24	.792	33
	Total	3.38	1.122	402
Bonding	Less than 9 hours	2.4583	1.28466	24
	9 to 10 hours	3.1749	1.05732	223
	10 to 11 hours	3.1885	1.01503	122
	12 hours and above	4.0909	1.25906	33
	Total	3.2114	1.11779	402

A four group between subjects MANOVA was conducted on 6 Dependent variables (Miss quality time with your family, Family Members complain, Frequency of conversation has reduced, More impatient and irritated, Frequency of argument have increased, Bonding)

The Bartlett's Test of Sphericity is statistically significant; p value is less than 0.001 indicating sufficient Correlation between dependent variable to proceed with the analysis

Box's Test of Equality of Covariance Matrices ^a	
Box's M	240.628
F	3.579
df1	63
df2	22031.537
Sig.	.000

Sample consisted of 402 respondents Box's Test of Equality of Covariance Matrices was statistically significant (p is less than 0.001)

Indicating that the observed covariance matrices of the dependent variable were unequal across independent

variable groups, hence a Pillai's Trace was employed to evaluate all multivariate effects. The Pillai's Trace was significant at 5% level of significance.

Multivariate Tests ^a - Working hours influence on relationship						
	Effect	Value	F	Hypothesis df	Error df	Sig.
Working hours	Pillai's Trace	.187	4.367	18.000	1185.000	.000
	Wilks' Lambda	.821	4.456	18.000	1112.057	.000
	Hotelling's Trace	.208	4.530	18.000	1175.000	.000
	Roy's Largest Root	.144	9.455 ^c	6.000	395.000	.000

Pillai's Trace = 0.187, F (18, 1185) = 4.367, p value = 0.00

Since p value is less than 0.05 the null hypothesis is rejected, hence it can be concluded that working hours in a day has significant (negative) impact on relationship with family members.

Since Pillai Trace was significant, Univariate ANOVA was conducted on each dependent variable separately to

determine the locus of statistically significant multivariate effect.

Since impact of working hours is examined on each dependent variable separately we use Bonferroni corrected alpha level to avoid alpha inflation, we therefore divide alpha by number of dependent variables. Hence the new alpha = 0.05/6 = 0.008

From the table labelled Tests of Between-Subjects Effects

Source	Dependent Variable	df	F	Error in df
Working hours	Miss quality time with your family	3	8.480	398
	Family Members complain	3	3.890	398
	Frequency of conversation has reduced	3	12.982	398
	More impatient and irritated	3	10.538	398
	Frequency of argument have increased	3	15.558	398
	Bonding	3	11.354	398

Tests of Between-Subjects Effects - Working hours influence on relationship

Source	Dependent Variable	Sig.	Partial Eta Squared
Working hours	Miss quality time with your family	.000	.060
	Family Members complain	.009	.028
	Frequency of conversation has reduced	.000	.089
	More impatient and irritated	.000	.074
	Frequency of argument have increased	.000	.105
	Bonding	.000	.079

It can be seen that working hours has significant effect on Quality time spend with family members [$F(3, 398) = 8.480, p = 0.000$], working hours has no impact on family members complaining about time they spend [$F(3, 398) = 3.890, p = 0.009$], working hours in a day has significant impact on frequency of conversation reduces with family members [$F(3, 398) = 12.982, p = 0.000$], working hours in a day has a significant impact on becoming more irritated and impatient with their family members [$F(3, 398) = 10.538, p = 0.000$], working hours has a significant impact on increase in frequency of argument with family members [$F(3, 398) = 15.558, p = 0.000$], working hours in a day has a significant impact on bonding in relationship with family members [$F(3, 398) = 11.354, p = 0.000$].

a. Research Question

Does working hours in a day influence Health Problems (Mental health and Physical Health)?

Statistical Test: Manova

Variables and Measurement

Independent Variable: Working hours in a day was measured using nominal scale (1-Less than 9 hours, 2- 9 to 10 hours, 3-10 to 11 hours, 4-12 hours and above).

Dependent Variable

All dependents variables were measured using interval scale (1 – very less extent, 2 – less extent, 3 – some extent, 4 – large extent, 5 – very large extent)

1. Tired and exhausted
2. Health Effect
3. Can't Relax
4. Mental Stress
5. Behavioural Change

H_0 : Working hours in day does not affect health.

H_1 : Working hours in a day does affect health.

Level of Significance Alpha = 0.05

Table 1: Descriptive Statistics – Working hours on health

	Working hours in a day	Mean	Std. Deviation	N
Tired and exhausted	Less than 9 hours	3.14	1.268	28
	9 to 10 hours	3.76	1.094	220
	10 to 11 hours	3.95	1.070	123
	12 hours and above	4.12	.893	33
	Total	3.80	1.102	404
Health Effect	Less than 9 hours	3.1786	1.15642	28
	9 to 10 hours	3.5500	1.22837	220
	10 to 11 hours	3.9512	1.10775	123
	12 hours and above	4.2121	1.43086	33
	Total	3.7005	1.23107	404
Can't Relax	Less than 9 hours	2.7143	.71270	28
	9 to 10 hours	3.0273	.93104	220
	10 to 11 hours	3.4309	1.30624	123
	12 hours and above	4.3636	.78335	33
	Total	3.2376	1.10849	404
Mental Stress	Less than 9 hours	2.9643	.79266	28
	9 to 10 hours	3.6818	1.07637	220
	10 to 11 hours	4.1789	.92358	123
	12 hours and above	4.7273	.51676	33
	Total	3.8688	1.05676	404
Behavioural Change	Less than 9 hours	3.9643	1.17006	28
	9 to 10 hours	3.7045	1.19702	220
	10 to 11 hours	4.1301	.94052	123
	12 hours and above	4.3939	.78817	33
	Total	3.9084	1.11566	404

A four group between subjects MANOVA was conducted on 5 Dependent variables (Tired and exhausted, Health effect, Can't relax, Mental stress, Behavioural changes)

Bartlett's Test of Sphericity^a	
Likelihood Ratio	.000
Approx. Chi-Square	509.120
Df	14
Sig.	.000

The Bartlett's Test of Sphericity is statistically significant; p value is less than 0.001 indicating sufficient Correlation between dependent variable to proceed with the analysis.

Box's Test of Equality of Covariance Matrices^a	
Box's M	192.974
F	4.082
df1	45
df2	29130.786
Sig.	.000

Sample consisted of 404 respondents Box's Test of Equality of Covariance Matrices was statistically significant (p is less than 0.001)

Indicating that the observed covariance matrices of the dependent variable were unequal across independent

variable groups, hence a Pillai's Trace was employed to evaluate all multivariate effects. The Pillai's Trace was significant at 5% level of significance.

Table 2: Multivariate Tests^a - Working hours on health

Effect	Value	F	Hypothesis df	Error df	Sig.
Working Hours	Pillai's Trace	.221	6.342	15.000	1194.000 .000
	Wilks' Lambda	.789	6.549	15.000	1093.583 .000
	Hotelling's Trace	.255	6.722	15.000	1184.000 .000
	Roy's Largest Root	.195	15.557 ^c	5.000	398.000 .000

Pillai's Trace = 0.221 F(15,1194) = 6.342, p value = 0.000

Conclusion since p value is less than 0.05 the null hypothesis is rejected, hence it can be concluded that working hours in a day has a significant (adverse) impact on Health problems (mental and physical health).

Since Pillai Trace was significant, Univariate ANOVA was conducted on each dependent variable separately to

determine the locus of statistically significant multivariate effect.

Since impact of working hours is examined on each dependent variable separately we use Bonferroni corrected alpha level to avoid alpha inflation, we therefore divide alpha by number of dependent variables. Hence the new alpha = 0.05/5 = 0.01

From the table labelled Tests of Between-Subjects Effects

Source	Dependent Variable	df	F	Error in df
Working Hours	Tired and exhausted	3	5.286	400
	Health Effect	3	6.642	400
	Can't Relax	3	19.733	400
	Mental Stress	3	23.218	400
	Behavioural Change	3	6.423	400

Table 3: Tests of Between-Subjects Effects - Working hours on health

Source	Dependent Variable	Sig.	Partial Eta Squared
Working Hours	Tired and exhausted	.001	.038
	Health Effect	.000	.047
	Can't Relax	.000	.129
	Mental Stress	.000	.148
	Behavioural Change	.000	.046

It can be seen that working hours in a day has a significant effect on getting tired and exhausted [F (3, 400) = 5.286, p = 0.001], working hours in a day has a significant effect on health [F (3, 400) = 6.642, p = 0.000], working hours in a day has a significant effect on can't relax [F (3, 400) = 19.733, p = 0.000], working hours in a day has a significant effect on Mental stress [F (3, 400) = 23.218, p = 0.000], working hours in a day has a significant effect on Behavioural Changes [F (3, 400) = 6.423, p = .000]

day and 8.2% of the respondents worked for more than 12 hours in a day and only 7.2% of the respondents worked for less than 9 hours in a day. Hence it can be concluded that majority of the respondents had worked for 9 – 10 hours in a day

- Findings based on the mean value (4.04) indicated that most of the respondents miss quality time with their family members to a large extent due to their work.
- Findings based on mean value(3.32) it can be concluded that most of the respondents believe that their family members complained that the respondents were sometimes busy in their office work and were not giving time to their family members.

Results and Interpretation

- It was found that 54.2% worked for 9-10 hours in a day, 30% of the respondents worked for 10-11 hours in a

5. Findings based on the mean values (3.69) revealed that most of the respondents believe that the frequency of conversation has reduced between them and their family members to large extent.
6. Based on the mean value (3.76) it can be concluded that, most of the respondents believed that their family members feel, that the respondents were often impatient and irritated because of their work.
7. Most of the respondents agreed that to large extent the frequency of arguments between them and their family members had increased because of work,
8. Majority of the respondents agreed that to large extent that their bonding in relationship with their family members is getting affected due to work
9. Findings based on mean value (3.80) pointed out that most of the respondents get tired and exhausted to a large extent because of their work.
10. From the mean vale (3.24) it can be concluded that most of the respondents neither agreed nor disagreed to the statement that they can't relax after coming home from work.
11. It was found that most of the respondents were having health problems like backache, eye problem, diabetes, hormonal imbalance and fatigue.
12. It was found that of 33.9% of the respondents health was affected to a large extent due to work, 30.2% of the respondents health was affected to a very large extent due to work.
13. Findings based on mean value (3.69) revealed that most of the respondents' health was affected to a large extent due to work schedule.
14. It was found that 54% of the respondents had Master Health Check Ups in their organisation, and 46% of the respondents didn't had Master Health Check Ups in their organisation.
15. It was found that there were behavioural changes in the respondents, they said they are becoming irritated, frustrated and depressed due to work.
16. Majority of the respondents i.e. 44.3% of the respondents and 32.6% of the respondents agreed that to a large extent and very large extent, work has caused change in their behaviours.

Findings Based on Hypothesis Testing: 1

Manova results shows that “working hours in a day” is causing problems in women employees’ “relationship with family members” (Pillai's Trace = 0.187, F (18,1185) = 4.367, p value = 0.00).

Anova results for impact of “working hours” on each dependent variable of relationship with family members shows that:

Working hours has an adverse impact on women employee’ relationship in following ways i.e. “quality time” spend with family members [F(3,398) = 8.480, p = 0.000], frequency of conversation had reduced” with family members.[F(3,398) = 12.982, p = 0.000], Family members feel women employees are “becoming more irritated & impatient”. [F(3,398) = 10.538, p = 0.000], “frequency of argument had increased” with family members [F(3,398) = 15.558, p = 0.000], “Bonding in relationship” with family members is negatively affected [F(3,398) = 11.354, p = 0.000].

Working hours has no impact on the following

“Family members complain” about time they spend with the family [F (3, 398) = 3.890, p = 0.009].

From mean value: The women employees who work for more than 12 hours their mean value of all dependent variable was found to be highest i.e. to a very large extent respondents miss quality time with family (4.61), family members often complain that the respondents don't have time (3.67), frequency of conversation has reduced to a large extent with family (4.42), family members feel respondents are often irritated and impatient (4.48), frequency of arguments have increased to a large extent (4.24), bonding with family members is negatively affected to a large extent (4.09).

Hence it can be concluded from the mean value of all dependent variables that women employees who work for more than 12 hours their relationship with family members is adversely affected (to a large extent).

Findings Based on Hypothesis Testing: 2

Manova results shows that “working hours in a day” has an adverse impact on health of women employees [Pillai's Trace = 0.221, F(15,1194) = 6.342 and p value = 0.000].

Anova results for impact of working hours in a day on each dependent variable of health show that –

Working hours in a day has an adverse effect on health of women employees as following

Women employees’ are getting tired and exhausted” [F (3,400) = 5.286, p = 0.001], “Women employees’ physical health” (i.e. backache, eye problem, hormonal imbalance etc) is affected [F (3,400) = 6.642, p = 0.000], “Women employees’ can't relax after coming home from work” [F (3,400) = 19.733, p = 0.000], Increase in “Mental stress level of women employees” [F(3,400) = 23.218, p = 0.000], “Behavioural Changes in women employees’ ” [F (3,400) = 6.423, p = .000].

The mean value: The women employees who “work for more than 12 hours in a day” the mean value of all dependent variable was found to be highest, i.e. to a large extent respondents got tired and exhausted (4.12), Physical health was adversely affected to a large extent (4.21), Respondents felt to a large extent that they can't relax after coming home from work (4.36), to a very large extent increase in mental stress level (4.72), changes in behaviour to a large extent (4.39).

Hence it can be concluded from the mean value of all dependent variables of health that women employees who work for more than 12 hours a day, their health was getting badly affected (to a large extent).

Conclusion

This research examined the impact of working hour’s family well-being and health of women employees working in IT/BPO sector. Statistical tool MANOVA and ANOVA was used to find the impact of work schedule on family wellbeing and health of women employees working in IT/BPO sector. From the study it can be concluded that women employees “working hours” had a significant impact on “relationship with family members”, i.e. women employees who worked for more than 12 hours their relationship with family is affected to a large extent because

women employees miss quality time with family, family members often complain that women employees don't have time for them, frequency of conversation has reduced to a large extent, frequency of argument increased to a large extent and finally bonding in relationship is affected to a large extent with their family members.

It can also be concluded that there is a adverse effect of working hours on health women employees'. The women employee who were working for long working hours their mental and physical health was drastically affected t.

Suggestions

Flexible work schedule: Increase in employees control over when and where they work.

- a. Flexible time
- b. Work from home

a. Flexi-time working: Flexi-time is an arrangement in which organization gives its employees the schedule control of flexible working hours. Under this arrangement, there is a core period in a day which is mandatory for the employees to be present at and the rest is the flexi-time, the employees can choose their own start time and stop time, but when employees select their flexitime at least for some period They should adhere to that timings otherwise it becomes difficult for planning & scheduling the work and for smooth running of the organisation. The employees are also benefited from flexi-time arrangements as they have more control over their work, can adjust easily to all the personal work activities.

b. Work from home: (only few best benchmark companies allow work from home option) It is an arrangement in which employees can work from home completely without coming to their office or during the project completion stage their working hours sometimes get extended to 12-13 hours and above, during this time after normal working hours in their company they can take their remaining work to home and complete it. Work from home is a program that allows the employees to do their work from home by logging in through company provided laptops. Benefit to the employee is that travelling time is saved and they will not become fatigued so women employees can work more efficiently. This solution can be provided specially to pregnant women: pre and post maternity leave because the exhaustion and tiredness of travelling will not be there and she can give her best to the company.

Reference

1. Adams GA, King LA, King DW. Relationship of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology*, 1996; 81(4):411-420.
2. Becker PE, Moen P. Scaling back: Dual-earner couples' work-family strategies. *Journal of Marriage and the Family*. 1999; 61:995-1007.
3. Bellavia GM, Frone MR. Work-family conflict. In J. Barling, E.K, 2005.
4. Blood RO, Wolfe DM. *Husbands and Wives*. New York: MacMillan, 1960.
5. Byrne U. Work-life balance: Why are we talking about it at all? *Business Information Review*. 2005; 22(1):53-59.
6. Crooker KJ, Smith FL, Tabak. (n.d.). Craig L. Does father care mean fathers share? A comparison of how mothers and fathers in intact families spend time with children. *Gender & Society*. 2006; 20:259-281.
7. Clark SC. Work/family border theory: A new theory of work/family balance. *Human Relations*. 2000; 53(6):747-770.
8. Clarke M, Koch L, Hill E. The work–family interface: Differentiating balance and fit. *Family and Consumer Sciences Research Journal*. 2004; 33(2):121-40
9. Crooker KJ, Smith FL, Tabak F. Creating work-life balance: A model of pluralism across life domains. *Human Resource Development Review*. 2002; 1(4):387-419.
10. Evandrou Maria, Glaser Karen. Family, Work and Quality of Life: Changing Economic and Social roles through the Life course. *Journal of Ageing and Society*, 2004, 771-791.
11. Erin Kelly L, Phyllis Moen. Rethinking the Clock Work of Work: Why Schedule Control May Pay Off at Work and at Home. *Advances in Developing Human Resources*, 2007, 487-506.
12. Frone MR, Russell M, Cooper ML. Prevalence of work-family conflict: Are work and family boundaries asymmetrically permeable? *Journal of Organizational Behavior*. 1992; 13:723-729.
13. Guest DE. Perspectives on the study of work-life balance. *Social Science Information*. 2002; 41(2):255-279.
14. Hochschild AR. The time bind: When work becomes home and home becomes work. New York: Metropolitan Books, 1997.
15. Hyman J, Baldry C, Scholarios D, Bunzel D. Work-life imbalance in call centres and software development. *British Journal of Industrial Relations*. 2003; 41:215-239.
16. Information Technology (n.d.). In Wikipedia, The Free Encyclopedia, 2009. Retrieved August 28, from http://en.wikipedia.org/wiki/Information_technology
17. Jacobs JA, Gerson K. Who are the overworked Americans? *Review of Social Economy*. 1998; 56:442-459.
18. Jamal Burnout M. stress and health of employees on non-standard work schedules: A study of Canadian workers. *Stress and Health*, 2004, 113-119.
19. Jeffrey Greenhaus H, Nicholas Beutell J. Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, 1985, 76-88.
20. Beutell JHNJ. Sources of conflict between work and family roles. *Academy of Management Review*. 1985; 10:76-88.
21. Kelloway Frone MR. (Eds.), *Handbook of Work Stress*, Thousand Oaks, CA: Sage, 113-147.
22. Kanter RM. Work and family in the United States: A critical review and agenda for research and policy. *Russell Sage*, New York, 1977.
23. Lambert SJ. Processes linking work and family: A critical review and research agenda. *Human Relations*, 1990; 43(3):239-257.
24. Lee TW, Maurer SD. The effects of family structure on organizational commitment, intention to leave and voluntary turnover. *Journal of Managerial Issues*. 1999; 11:493-513.

25. Lockwood NR. Work-Life Balance: Challenges and Solutions, SHRM Research Quarterly No 2. Society for Human Resource Management, USA, 2003.
26. Longenecker CO, Schaffer CJ, Scazzero JA. Causes and consequences of stress in the IT profession. *Information Systems Management*. 1999; 16(3):71-77.
27. McGee MK. Good as gone. *Information-Week*, 2003; 954:18-20.
28. Milkie MA, Raley SB, Bianchi SM. Taking on the second shift: Time allocations and time pressures of U.S. parents with preschoolers. *Social Forces*. 2009; 88:487-517.
29. Moore JE. One road to turnover: An examination of work exhaustion in technology professionals. *MIS Quarterly*, 2000; 24:141-168.
30. Naithani P, Jha AN. An empirical study of work and family life spheres and emergence of work-life balance initiatives under uncertain economic scenario, *Growth – MTI*. 2009; 37(1):69-73.
31. NASSCOM and McKinsey. Extending India's Leadership in of Global IT and BPO industries. NASSCOM-McKinsey, New Delhi, 2005.
32. NASSCOM Foundation. Indian IT/ITES Industry 2007-2008: Impacting economy and society: NASSCOM, New Delhi, 2008.
33. Piotrkowski C. *Work and The Family System*. New York: The Free Press, 1979.
34. Piotrkowski C, Crits-Christoph P. Women's job and family adjustment. *Journal of Family Issues*, 1981; 32:126-147.
35. Pleck JH. The work-family role system. *Soc. Probl.* 24, 417-427. *Public Admin. Rev.* 1977; 61:452-464.
36. Pocock DB. The Effect of Long Hours. Adelaide: Department Of Industrial Relations–Queensland, 2001.
37. Presser HB. Job, family and gender: Determinants of nonstandard work schedules among employed Americans in 1991. *Demography*, 1995; 32:577-95.
38. Rappaport R, Bailyn L. *Relinking Life and Work: Toward a Better Future*. Ford Foundation, New York, 1996.
39. Sayer LC, Bianchi SM, Robinson JP. Are parents investing less in children? Trends in mothers' and fathers time with children. *American Journal of Sociology*. 2004; 110:1-43.
40. Schieman S, Milkie MA, Glavin P. When work interferes with life: Work – on work interference and the influence of work related demands and resources. *American Sociological Review*. 2009; 74:966-988.
41. Skinner N, Pocock B. Work-life conflict: Is work time or work overload more important? *Asia Pacific Journal of Human Resources*, 2008; 46(3):303-315.
42. UNCTAD's. E-Commerce and Development Report 2002. Retrieved June, 2008, from http://www.unctad.org/en/docs/ecdr2002p1_en.pdf
43. US. Bureau of Labor Statistics.) Workers on flexible and shift work in 1997. U.S. Department of Labor Report Washington D.C.: Bureau of Labor Statistics, 1998, 98-119.
44. Voydanoff P. *Work and Family Life*. Newbury Park, CA: Sage, 1987.
45. Voydanoff P. Work role characteristics, family structure demands, and work/ family conflict. *Journal of Marriage and the Family*. 1988; 50:749-761.
46. Voydanoff P. Toward a conceptualization of perceived work family fit and balance: a demand and resources approach. *Journal of Marriage and Family*. 2005; 67:822-836.
47. Work-Life Balance: Some History and Perspective By Aron – Posted on May 28, in Featured, Headline, The New World of Business, 2009].
48. Zedeck S. *Work, Families, and Organizations*. San Francisco: Jossey-Bass, 1992.
49. <http://www.thegeekstuff.com/2012/01/work-life-balance/>
50. (N.d.). An Empirical Analysis of Factors Affecting Work Life Balance among University Teachers: the case of Pakistan.
51. Brenda Lautsch A, Ellen Ernst Kossek, Susan Eaton C. Supervisory approaches and paradoxes in managing telecommuting implementation. *Human Relations*, 2009, 796-896.
52. Narayanan AGV, Lakshmi Narayanan R. An Empirical Study on Factors Affecting Work-Life Balance of IT Professionals. *European Journal of Social Sciences*. 2012; 31:302-313.
53. Allen TD, Herst DE, Bruck CS, Sutton M. Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*. 2000, 278-308.
54. Amber Tariq, Hassan Danial Aslam, Anam Siddique, Asif Tanveer. Work-Life Balance as a Best Practice Model of Human Resource Management:A Win-Win Situational Tool for the Employees and Organizations. *Mediterranean Journal of Social Sciences*, 2012.
55. Ameeta Jaga, Jeffrey Bagraim, Zahira Williams. Work-family enrichment and psychological health. *SA Journal of Industrial Psycholog*, 2013, 1-10.
56. Arun Kumar Meenakshi N. *Organisational Behavior*. New Delhi: Vikas, 2009.
57. Arvinder Kaur, Shivani Gupta. Women employees in bpos and call centers:problems and solutions. *Gian Jyoti E-Journal*. 2012; 1:13.
58. Australian Bureau of Statistics. *Working Arrangements*, Australian Bureau of Statistics, 2001.
59. Bangalore. as cited by The Hindu, Karnataka. 2005, 15.
60. Burke RJ, Cooper C. *The long work hours culture: Causes, consequences and choices* (United Kingdom, Emerald Publishers), 2008.
61. Kothari CR. *Research Methodology Methods and Techniques*. New Delhi: New Age International Publishers, 2004.
62. Chitra Devi, Sheela Rani. Impact of Shift work on Work Life Balance: A study among women employed in BPO sector. *National Journal on Advances in Computing and Management*. 2012, 15-21.
63. Claire Caruso C, Edward Hitchcock M, Robert Dick B, John Russo M, Jennifer Schmit M. Overtime and Extended Work Shifts: Recent Findings on Illnesses, Injuries, and Health Behaviors. DHHS (NIOSH) Publication No. 2004-143, 2004, 1-25.
64. Colette Fagan, Clare Lyonette, Mark Smith, Abril Saldaña-Tejeda. The influence of working time arrangements on work-life integration or 'balance': A review of the international evidence. *International Labour Office; Conditions of Work and Employment Branch*, 2012, 1-67.

65. Dewe P, Kompier M. Foresight mental capital and wellbeing project: Wellbeing and Work. Future Challenfes, 2008.
66. Donald Cooper R, Pamela Schindler S. Business Research methods. New Delhi:Tata Mcgraw Hill, 2006.
67. Dr. Jena RK, Dr. Rupashree Goswami. SHift workers vs day workers: a comparative study of physiological, social, and personal well-being. Far East Journal of Psychology and Business. 2012, 27-37.
68. Elizabeth Roberts, David Williamson, Carmen Cox. (n.d.). Managing Work/Life Balance Issues: An Examination of HR Practices Within a New. Best Eduaction Network, 2.
69. Erin Kelly L, Phyllis Moen. Rethinking the Clock Work of Work: Why Schedule Control May Pay Off at Work and at Home. Advances in Developing Human Resources, 2007, 487-506.
70. Finn P. The effects of shift work on the lives of employees. Monthly Labor Review, 1981, 31-35.
71. Geetha Subramaniam, Balasundaram Maniam. Can workplace flexibility have an effect on women's lifestyles and work life balance. International Journal of Business Research, 2011.
72. Grzywacz JG, Marks NF. Reconceptualizing the work-family interface: an ecological perspective on the correlates of positive and negative spillover between work and family. Journal of Occupational Health Psychology. 2000, 111-126.
73. Gupta A. Health, Social and Psychological Problems of Women Employees in Business Process, 2008, 24.
74. Hayman JR. Flexible work arrangements: Exploring the linkages between perceived usability of flexible work schedules and work/life balance, in Community, Work & Family. 2009; 12(3):327-338.
75. Hammer LB, Allen Grigsby E. Work family conflict in dual earner couples: within individual and crossover effects of works and family. Journal of Vocational Behaviour. 1997, 185-203.
76. Harcar T. Consequence of work family conflict for working women and possible solution. Journal of Global Strategic Mangement. 2007, 14.
77. Helen Lingard, Anna Sublet. The impact of job and organisational demands on Marital or relationship satisfaction and conflict among Australian Civil Engineers, Construction Mangement and Econmomics. Construction Mangement and Econmomics, 2002, 507-521.
78. Jacobs JA, Gerson K. Who are the overworked Americans? Review of Social Economy. 1998, 442-460.
79. Jang, Soo Jung. Relationships among perceived work-life balance, resources, and the well-being of working parents, 2008.
80. Jason Varuhas, Lindy Fursman. Work and Family Balance: An Economic View. New Zealand Treasury working Paper. 2003; 03(26):32.
81. Jeff Hyman, Chris Baldry, Dora Scholarios, Dirk Bunzel. Work-Life Imbalance in the New Service Sector Economy. British Journal of Industrial Relations. 2003; 41(2):29.
82. Jeffrey Greenhaus H, Nicholas Beutell J. Sources of Conflict between Work and Family Roles. The Academy of Management Review, 1985, 76-88.
83. Jeria Quesenberry L, Eileen Trauth M, Allison Morgan J. A Framework for Analyzing Work-Family. Information Resources Management Journal. 2006; 19:2.
84. Joseph Grzywacz G, Dawn Carlson S. Conceptualizing Work–Family Balance: Implications for Practice and Research. Advances in Developing Human Resources, 2007, 455-471.
85. Julia Henly R, Susan Lambert J. Schedule Flexibility and Unpredictability in Retail: Implications for Employee Work-Life Outcomes, 2010.
86. Sirajunisa K, Prof. Dr. Panchanathan N. (n.d.). Influence of Occupational Stress on Work Life Balance among Women Professions. The Journal of Commerce. 2(1):46-57.
87. Kumari KT. Impact of Work-Life-Balance on Women Employee's Absenteeism and Turnover- an Emerging Paradigm in Issues of Hr Practices. Excel International Journal of Multidisciplinary Management Studies. 2012, 10.
88. Kumari Thriveni K. Impact of Work-Life-Balance on Women Employee's Absenteeism and Turnover- an Emerging Paradigm in Issues of Hr Practices. Excel International Journal of Multidisciplinary Management Studies. 2012, 132-141.
89. Kurtkoti DM. (n.d.). Women employees in software industries: Their status and safety. NCON13-IT-084.
90. Kurtkoti DM. (n.d.). Women employees in software industries: Their status and safety.
91. Lauren Weber, Sue Shellenbarger. Stress In American Workplace. Wall Street Journal.
92. Lav M. Shift work and health. Italian Costa. 1999, 739-751.
93. Lindy Fursman. Parents' Long Work Hours and the Impact on Family Life. Social Policy Journal of New Zealand, 2009, 35.
94. Lockwood NR. Work/Life Balance: Challenges and Solutions, 2003. SHRM@Research Quarterly.
95. Loerch KJ, Russell Joyce EA, Rush MC. The relationships among family domain variables and work family conflict for men and women. Journal of Vocational Behavior. 1989; 35:288-308.
96. Lowe G. Implications of Work-Life Balance and Job Stress. Human Solutions™ Report, 2006.
97. Luk DM, Shaffer MA. Work and family domain stressors and support: within- and cross-domain influences on work-family conflict. Journal of Occupational and Organizational Psychology. 2005; 78(4):489-508.
98. Macky K, Boxall PL. High involvement work processes, work intensification and employee well being: a study of New Zealand worker experiences. Asia Pacific Journal of Human Resources, 2008, 38-55.
99. Marianna Virtanen, Katriina Heikkilä, Markus Jokela, Jane Ferrixe E, David Batty G, Jussi Vahtera *et al.* (n.d.).
100. Mark Tausig, Rudy Fenwick. Unbinding Time: Alternate Work Schedules and Work-Life Balance. Journal of Family and Economic. 2001, 101-119.
101. Martins LL, Eddleston KA, Veiga JF. Between work-family conflict and career satisfaction Moderators of the relationship. Academy of Management Journal. 2002, 399-409.
102. Messersmith J. Managing work-life conflict among information technology workers. Human Resource Management, Fall. 2007; 46(3):429-451, 23.

103. Mohan N, Ashok J. Stress And Depression Experienced By Women Software Professionals in Bangalore, Karnataka. Global Journal of Management and Business Research, 2011; 11(6). Version 1.0
104. Moen P, Spencer D. Cycles of control: Job and home demands, schedule control and personal mastery. Unpublished manuscript, 2007.
105. Sasikala MS (n.d.). A study on worklife balance of women employees with special reference to BPO sector, Tamil Nadu.
106. Vanishree. Work-Life Balance in the BPO Sector. Journal of Business Management & Social Sciences Research. 2012; 1(2):5.
107. Muhammed Jamal. Burnout, Stress and health of employees on non standard work schedules: A study of Canadian Workers. Stress and health. 2004; 20:113-119.
108. Nathalie St-Amour, Johanne Laverdure, Annie Devault. The difficulty of balancing work and family life: impact on the physical and mental health of quebec families. Institut national de santé publique du Québec, 2007, 1-34.
109. Nathalie St-Amour, Johanne Laverdure, Annie Devault, Sylvianne Manseau. The Difficulty of Balancing Work and Family Life: Institut national de santé publique du Québec. 2007, 34.
110. Noor Fatima, Shamim Sahibzada. An Empirical Analysis of Factors Affecting Work Life Balance among University Teachers: the case of Pakistan. Journal of International Academic Research. 2012, 14.
111. Voydanoff P. The effects of work demands and resources on work-to-family conflict and facilitation. Journal of Marriage and Family. 2004, 398-412.
112. Phyllis Moen, Erin Kelly L, Rachelle Hill. Does Enhancing Work-Time Control and Flexibility Reduce Turnover? Social Problems, 2010, 69-98.
113. Phyllis Moen, Erin Kelly L, Rachelle Hill. Does Enhancing Work-Time Control and Flexibility Reduce Turnover? A Naturally Occurring Experiment. Social Problems, 2011, 69-98.
114. Rana Zehra Masood, Seema Mahlawat. Impact of Demographic Variables on the Critical factors of Work-Life. Journal of Organizational Management, 2012, 13.
115. Ruth Weston, Matthew Gray, Lixia Qu, David Stanton. Australian Institute of Family Studies.
116. Sarwar Aamir. Work Stress and Family Imbalance Comparative Study of Manufacturing and Services Sector in Pakistan. Middle-East Journal of Scientific Research. 2013, 1051-1061.
117. Schieman S, Glavin P. Trouble at the border? Gender, flexibility at work and the work home interface. Social Problems. 2008, 590-611.
118. Sekine M, Chandola T, Martikainen P, Marmot M, Kagamimori S. Sex differences in physical and mental functioning of Japanese civil servants: Explanations from work and family characteristics, in Social Science and Medicine. 2010; 71:2091-99.
119. Sekaran U. Organisational Behaviour Texts and cases. New Delhi: Tata Mcgraw Hill, 2004.
120. Shoaib Akhtar, Ayesha Kashif, Ahmed Arif, Afzal Khan M. Impact of Long Working Hours on Family Wellbeing of Corporate Family. World Applied Sciences Journal. 2012; 16:8.
121. Skinner N, Pocock B. Work-life conflict: Is work time or work overload more important? Asia Pacific Journal of Human Resources. 2008; 46(3):303-315.
122. Smita Chavan R, Balkrushna Potdar. A Critical Study on Work-life Balance of BPO Employees in India. International Conference on Technology and Business Management, 2011, 12.
123. Sonal Pathak, Dr. Anil Sarin. Management of Stress among Women Employees in BPO. IJMBS. 2011; 1:6.
124. Soo Jung Jang. Relationships among Perceived Work-Life Balance, Resources, and the Well-Being of Working Parents. 2008, 203.
125. Steiber N. Reported levels of time-based and strain-based conflict between work and family roles in Europe: A multilevel approach, in Social Indicators Research. 2009; 93:469-488.
126. Stephen P, Robbins TA. Organisational Behavior. Pearson, 2011.
127. Sublet Helen Lingard, Anna. The impact of job and organisational demands on marital or relationship satisfaction and conflict among australian civil engineers, 2002.
128. Surena Sabil, Sabitha Marican. Working Hours, Work-family Conflict and Work-family Enrichment among Professional Women: A Malaysian Case. International Conference on Social Science and Humanity 2011.
129. Sylvain LND. The Impact of Technology on Work-Life Balance. Centers: The IUP Journal of Management Research. X:13.
130. Lata Sujata T, Sapna Singh. Work-Life Balance Issues of Women at Call Centers: A study. The IUP Journal of Management Research. 2011; X:4.
131. Santhi TS, Dr. Sundar K. A Study on the Work Life Balance of Women Employees In Information Technology Industry. Zenith International Journal of Business Economics & Management Research. 2012, 15.
132. Tammy Allen D, Jeremy Armstrong. Further Examination of the Link between Work-Family Conflict and Physical Health. American Behavioral Scientist, 2006, 19.
133. Tennant C. Work-related stress and depressive disorders. Journal of Psychosomatic Research. 2001; 51:697-704.
134. Vanishree. Work-Life Balance in the BPO Sector. Journal of Business Management & Social Sciences Research, 2012.
135. Work-life balance and the economics of workplace, 2010.
136. Flexibility. Executive Office of the President Council of Economic Advisers.
137. World Health Organisation. Mental health and work: Impact, issues and practices. World Health Organisation, 2000.