

WORK-LIFE BALANCE MANAGEMENT: A STUDY OF NURSES IN PUBLIC HEALTH SECTOR

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ABSTRACT

The new world order in the shape of interlinking of countries, technological innovations and easy movability of all resources has transformed the way work is done. This has put work-life balance (WLB) in the limelight in today's ever dynamic work environment. Already, most employees are witnessing work-life merges, where work obligations are merged with life responsibilities. The present study has explored the WLB issues of nurses with the help of a questionnaire including three dimensions- work interference of life, life interference of work and work-life facilitation. The research instrument has been validated by exploratory factor analysis where oblimin rotation technique was used to know about the factor-item relationship. Some basic level descriptive statistics are performed on data to reveal characteristics of the respondents. The initial findings revealed that there exists high interference of work on life than the vice-versa. The study approached the respondents based on convenience, so the results of the study have to be validated with further studies.

KEYWORDS: *Work-Life Balance, Work Interference Personal Life, Life Interference Work, Personal Life Work Enhancement*

INTRODUCTION

The massive revolutions in the social, political, technological and economic front of countries have significantly influenced people's life inside and outside the workplace. The different world order in the form of movability of all resources, cross-cultural work environments, and technological innovations has transformed the way work is done. Further, the wave of marketing has "customized market" in a sense where marketing is looked as "problem solver" of customers' need and wants. This approach and way of thinking have opened up new horizons for doing business. Today's buyers and sellers work in virtual space, so do other professionals which work on the virtual platform to collaborate work.

However, at the same time, it has produced challenges and demands on individuals to catch up the pace. Out of this realization, the employees and employers alike are persistently put into stress to meet demands of work and non-work. This has placed work-life balance in the limelight in today's ever dynamic work environment. WLB refers to the simultaneous pursuit of the roles in work and life without any conflict or imbalance (Fisher et al., 2003). In addition, some of the important trends that have put WLB in the limelight, which has brought its importance than ever before are:

- Challenging demands of work
- Demands of family
- Technological innovations

- Expectations from all stakeholders, especially customers
- Changes in lifestyle
- Role of government

WLB refers to the harmonized pursuing of the roles in work and life without any conflict or imbalance, including–work interference with personal life (WIPL), personal life interference with work (WIPL) and work-personal life enhancement (WPLE). WLB is a global survival for most employees of today, who are stressed in harmonizing domains of work and life. Although the notion of WLB and its research has progressed from the west and other advanced countries, the matter is no longer constrained to them. At present, most employees are observing work-life merges, where work obligations are merged with life responsibilities. The fusion of work and life domains owes to technological innovations in the workspace – telecommuting, high-speed nets and other facilities. As a result, the spatial separation between work and life which was physical is getting blurred, giving way to virtual space.

The importance of a study on WLB is due to its outcomes –organizational and personal. WLB is seen to be associated with positive outcomes – life satisfaction, job satisfaction, quality of work, quality of life, organizational commitment, and organizational citizenship. In addition, WLB is seen by researchers to have a relationship with negative outcomes – turnover, absenteeism, stress, physical health and others. In the contemporary era, these outcomes are more pertinent, as competition is heading from survival to sustainability. Companies in order to sustain and reach newer heights of growth and progress, their potential of human resource play a cornerstone. Employees' with appropriate WLB policies produce a better commitment to work, increased productivity and growth. Further, at an individual level, a healthy and less stressed employees can maximize potential to realize personal goals. Therefore, WLB is a win-win situation for both employees and employers.

WLB is ever growing challenge for employees all over the globe. Researchers have come up with evidence where employees regardless of gender experience incompatibility between work and life roles. The researchers are studying the two directions of the work-life interface: work-personal life interference (WPLI) and personal life -work interference (PLWC). Work-family interference (WFI) is defined as a form of conflict/interference where the pressure from work and family roles are mutually incompatible causing stress and difficulties (Greenhaus & Beutell 1985). Work-family interference is bi-directional in that work can interfere with family (WIF) and family can interfere with work (Greenhaus & Beutell 1985). Not only demands of work can be a cause of worry for employees, but life demands (especially family responsibilities) too cause worry.

HEALTH SECTOR AND WORKING WOMEN

India possesses healthcare industry as one of progressively enlarging both in revenue and employment. During 2008-20, the market is expected to record a compound annual growth rate of 16.5 percent. The total industry size is expected to touch US\$ 160 billion by 2017 and US\$ 280 billion by 2020 (Department of Industrial Policy and Promotion). Its health care is soaring heights owing to stronger coverage and accelerated investment in public and private. Both major divisions provide health services with public health care constituted of secondary and tertiary care institutions operating in key cities and rural areas. The private sector specializes in secondary, tertiary and quaternary care institutions operating in metros and few cities.

The labour market is globally expanded with the participation of women in recent years. Women are nowadays important part of the work environment, be it public or private sector. Their involvement and contribution are increasing day by day in the work environment. Their contribution historically to agriculture, nursing, etc. has broadened to more professional work. They have joined professions in entrepreneurship, astronomy, engineering, and sports. On the downside, the change of higher increase in the workforce by women has increased their stress levels. The change of winds has touched them in professional roles, but their household roles have remained untouched. In India, working women are incessantly challenged by the demands of work in an office, but their day is not done yet as they have to manage home responsibilities as well. Females face more challenge of balancing between work and family than males due to heavy load of family obligations (Bird, 2006).

The health sector is one few sectors which have to operate round the clock as it comes within a bracket of essential services. All the stakeholders, especially the employees have to work under constant pressure. The sector has a composition of employees from both genders. So, both genders have to be on their toes to provide quality health care services to their patrons and patients. Working women in the health sector, work under different designations both as a specialist and non-specialists. Doctors and nurses are two specialized designations which have a constant interface with the patients. Quite naturally, they have more pressure and expectations than other designations in the health sector. Further, female doctors and nurses have family responsibilities too, which puts them under the duress of dual responsibilities. With these responsibilities of family and work for female doctors and nurses, their WLB is under constant threat. This puts them in a vulnerable group which makes them susceptible to psychological, physiological and emotional problems. In view of above discussion, the following objectives were set:

- To assess work-life balance among married nurses
- To validate a scale on work-life balance on married nurses
- To examine the interference of work on life (WIPL)/ the interference of life on work (PLIW) of married nurses

LITERATURE REVIEW

Research on the work-family interface has been of interest to organizational psychologists for the past 20 years (Thompson et al., 2006). There is a considerable number of research studies which have investigated the relationship between interference of work on family and vice-versa. It has been seen that work and family have the potential to generate resources which positively affect the employees' WLB. There are support based resources- either instrumental or emotional either in the domain of life or work. The support based resources like a supportive spouse, family, supervisor, friend, and colleague can lead to enhancement from one's family to work or vice-versa. Further, the support based resources as an emotional one takes shape as in support of family, spouse, friend, colleague and supervisor. In addition, there can be instrumental based resources as, ideal WLB environment in organizations, finance-based assistance to employees, babysitting facilities for working mothers, and educational care of children of employees. These instrumental based resources are highly desirable to attract and motivate talented employees.

However, there are demands as well in both domains which have the potential to cause interference in either direction (family to work and work to family). There can be demands - dependent care, child care, household work, nature of work, a demanding boss, unhealthy work environment etc. can lead to stress which has potential to roll-on on to other domain. If a person has more demands from each domain than resources, it can lead to work-life conflict. Work-life

conflict is such a situation where responsibilities in life and obligations of work are in conflict with each other, such that a person is unable to give appropriate time and attention to one domain. As work-family conflict (WFC) originated in studies of role conflict, it is commonly defined based on role theory as: ‘a form of inter-role conflict, in which the demands of work and family roles are incompatible in some respect, so that participation in one role is more difficult because of participation in the other role. (Greenhaus and Beutell, 1985).

An occasional conflict in work obligations and life (family) responsibilities is faced by all of working class people, but a continual conflict in managing one or other domain is not called for. A longer conflict in work and life can lead to various psychological, physiological and productivity based problems. An emotional problem arises in the shape of stress, burnout and personality of the individual. Physiological problems can take shape in various ailments-headaches, memory loss, and even weight problems. A person who is prone to the work-life conflict has problems related to productivity as well - attendance, loyalty, lack of organizational commitment, lack of organization citizenship. The following is summary of major contributions in the field:

Ray and Miller (1994) investigate on nurses, nature of home/work stress and social support in lessening stress and burnout. Results advocate that respondents with children and those living together with their partners were predominantly susceptible to home/work stress. Likewise, results in advocates that diverse sources of social support operated in unique ways to get rid of home/work stress. Janssen et al. (2004)examine on Dutch nurses with relation to job demands and job resources, the study reveals that that emotional exhaustion is interrelated to job demands (i.e., psychological and emotional demands), and that job satisfaction is principally related to job resources (i.e., job control). Aryee et al. (1999) discovered that although parental overload was associated with family-work conflict (FWC), work overload was interrelated to both work-family conflict (WFC) and the FWC. Additionally, the study discovered that FWC was negatively associated with job and life satisfaction, but neither WFC nor FWC was linked to family satisfaction.

Kirrane and Buckley (2004) examined the influence of support from work associates, workplace supervisors, non-work friends, spouse/partner, and extended family on workers’ perceptions of the balance between their work and family life obligations. The spousal, co-worker and workplace supervisors’ support influenced the conflict experienced in domains of family and work. Gali and Rich (2010) examine conflict and facilitation interrelations with respect to, managerial, spousal, and collegial social support in work and family domains with professional robustness and burnout as outcomes. Work-to-family (W→F) and family-to-work (F→W) conflict anticipated burnout and Outcome suggested that conflict and facilitation are distinctive constructs.

Luk and Shaffer (2005)examines the stressors & support from family (parental, family role) and work domain (time, commitment and work role) on family interference with work, and work interference with family. Both direct and cross-domain effects were moderated from within and cross-domain interactions. Lapierre and Allen (2006) study revealed that emotional and instrumental support from family and work including individuals’ coping strategies were related to work-life interference and physical well-being. However, instrumental support in the form of telework increased the interference in family time. Greenhaus et al. (2012) reveal that family supportive supervision was associated negatively with work-interference life and family-interference life and positively with WLB. Likewise, the relationship is stronger in family supportive organizational environments than unsupportive environments and was stronger for employees with supportive spouses than unsupportive spouses, consistent with enhancement perspective.

Nicklin and McNall (2013) study reveal that relationship between family support and family satisfaction partially mediates FWAff (moods generated through family involvement that impact work) only. Findings reveal that it may not be wise to shrink the different dimensions of enrichment into an aggregate measure of WFE & FWE and give important directions for understanding the positive side of the work-family interface. Premeaux et al. (2007) in their study indicates that family-friendly policies (FFPs) exert minimal effects on felt conflict. Further, a positive work-family culture and family support may be more instrumental in helping employees balance work and home roles. Results found that as the mechanisms used to address WFC and FWC, the sources of conflict also varied among workers. The study stresses the importance of understanding WFC as a multi-dimensional phenomenon affecting employees in a variety of family structures, as well as considering the impact of FFPs in conjunction with work-family culture. Kinnunen and Mauno (2007) reveal that family-interference work is common to both genders with work-interference more prevalent in men. In order to prevent problems in the work-family interface, the study suggests improvements in working life.

Boyce (2006) in their study reveals that religious support consisting of three major aspects: spiritual sustenance, congregational sustenance and faith-based resources help in reducing the work-family stresses. In contrast to expectations, spiritual sustenance was positively associated with family stress, such that perceptions higher of spiritual sustenance were related to higher perceptions of family stress. Congregational sustenance demonstrated unique effects beyond those explained by family support. Achour, Boerhannoeddin & Khan (2011) came up with finding that religion not moderating the relationship between work/family demands and employees' well-being. Further, the study found a negative relationship between demands put by family/work and employees' well-being. Sav (2016) the study examines that religiosity can moderate the relationships between job demands and work-to-life conflict, and work hours and work-to-life conflict. But not between workplace flexibility and work/life facilitation, and family demands and life-to-work conflict.

RESEARCH METHODOLOGY

The present study adopted sample study approach as the population is large and not feasible to study individually. A survey was conducted from April to ending June 2016 within the confines of Srinagar. The study was confined to the Srinagar city, which has rich historical, cultural and religious heritage, with the recent inclusion in top 100 smart cities of India. The justification for same arises as Srinagar being the main hub of specialized tertiary care hospitals, catering to a huge number of local as well as patients from other districts. Several well renowned public tertiary care hospitals found their existence here, including-Sheri Kashmir Institute of Medical Sciences (SKIMS); Shri Maharaja Hari Singh Hospital (SMHS); Lal Ded Hospital (LDH); Government Hospital for Children (GHC); Bone & Joint Hospital Barzulla (B & J Hospital) and Gousia Hospital (GH).

Research population refers to a group of individuals or things on whom the study is supposed to be undertaken with the aim to bring forth results relevant to that population. Accordingly, the present study included a population as nurses working in the public sector of Kashmir. The profession has the considerable presence of working women. The population subset is commonly known as a sample; the elements of the sampled respondents were contacted within the hospitals. On the sample units, the study adopted a cross-sectional design, as one hospital fulfilling the bracket of the sample was not contacted again. The sampling technique selected was based on snowball sampling, whereby various public hospitals of Srinagar were contacted for data collection. Accordingly, the researcher approached the respondents in their work environment. The questionnaires were self-administered by the researcher to the heads of department or to professionals known to the researcher. After a few days, the questionnaires were collected in bulk from the same persons.

The present study used the questionnaire as a research instrument for collecting data on WLB. The questionnaire composed of different latent constructs—work-interference personal life, personal life interference work and personal life work enhancement. The items for the latent constructs of WLB were taken from developed scales. The questionnaire developments were staged through rigorous process- formal presentation to experts, expert opinion and colleagues’ suggestions. Last but not least, an unstructured discussion with individuals from whom the data was supposed to be collected formed an important part of the questionnaire development.

After this process, a 21-item questionnaire was finalized which involved 8-items on demographics. The demographic data consist of nine items which include information of respondents about Age, Marital Status, Experience, No. of Children, Distance between Workplace and Home, Field of Work, Contract Type, Family Size.

All the questions were closed-ended with 21-items were put on a scale with pointers as Likert’s interval scales ranging from “1” as strongly disagree to “5” as strongly agree. The 8- demographic questions were also closed-ended questions. The scale used for measurement of individuals WLB was adapted from two studies done in different contexts. The uniqueness of the scale emanates from the fact that it covers three dimensions within WLB –WIPL, PLIW and WPLE. In order to provide a contextual edge of the study, the researcher used Indian context based WLB scale items – WIPL, PLIW from (Banu& Duraipandian 2014) study on IT professionals. Further, to measure WLPE dimension of respondents, (Hyman 2005) scale items were used. The work-life balance measurement has a 5-point Likert scale, with “1” representing “strongly disagree” and “5” as “strongly agree”. The following reveals as for how the scoring can be interpreted:

WIPL AND PLIW

- A low score indicates less interference, thus high balance.
- A high score indicates high interference, thus low balance.

WPLE

- A high score indicates high enhancement, thus high balance.
- A low score indicates low enhancement, thus low balance.

RESULTS AND DISCUSSION

In factor & component analysis, scree plot helps to gauge how many factors/components must be retained. However, parallel analysis has been recommended by researchers because of its importance in terms of simulated data comparison. Therefore, the parallel analysis was performed on the data collected from 135 participants.

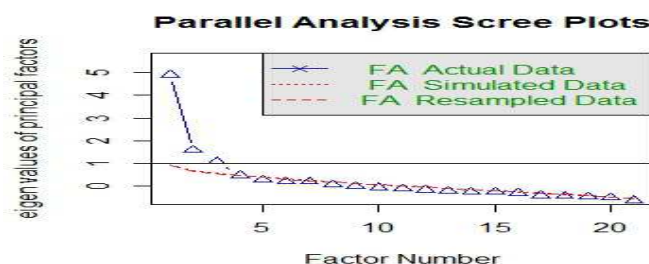


Figure 1: Caption

From scree plot 1, the plot depicts that the maximum number of factors that can be retained. The plot depicts that the number of factors = 3, infact, the blue line shows eigenvalues of actual data and the two red lines show simulated and re-sampled data. The large drops in the actual data and spot the point is where it levels off to the right i.e., the point of inflection, where the gap between simulated data and actual data tends to be minimum. Therefore, parallel analysis, suggests that anywhere between 2 to 3 factors would be a good choice.

Table 1: Exploratory Factor Analysis

Variables ↓ Factors →	No Rotation			Oblimin Rotation			Oblimin Rotation			Cron α	Comm h2
	Loadings			Loadings			Loadings				
	F1	F3	F3	F1	F2	F3	F1	F2	F3		
WIPL1_1	0.33	0.09	0.27	0.05	0.10	0.43			0.44	0.76	0.21
WIPL1_2	0.52	0.10	0.14	0.28	0.03	0.38			0.39	0.75	0.31
WIPL1_3	0.19	0.10	0.44	- 0.16	0.19	0.53			0.55	0.76	0.27
WIPL1_4	0.60	-0.13	0.37	0.04	-0.14	0.65			0.62	0.75	0.48
WIPL1_5	0.55	-0.08	0.40	0.01	-0.08	0.66			0.64	0.75	0.45
WIPL1_6	0.59	0.12	0.32	0.20	0.09	0.59			0.56	0.74	0.44
WIPL1_7	0.65	-0.02	0.05	0.37	-0.14	0.35	Deleted				
WIPL1_8	0.40	-0.05	0.20	0.08	-0.07	0.39			0.42	0.76	0.22
WIPL1_9	0.35	0.20	0.07	0.26	0.14	0.23	Deleted				
PLIW1_1	0.58	0.21	- 0.19	0.62	0.04	0.07	0.62			0.75	0.41
PLIW1_2	0.62	0.23	- 0.19	0.65	0.04	0.08	0.65			0.74	0.47
PLIW1_3	0.58	0.24	- 0.27	0.70	0.04	- 0.02	0.68			0.74	0.46
PLIW1_4	0.55	0.26	- 0.20	0.63	0.08	0.04	0.63			0.74	0.41
PLIW1_5	0.52	0.21	- 0.28	0.65	0.02	- 0.06	0.65			0.75	0.40
PLIW1_6	0.62	-0.02	- 0.34	0.65	-0.24	- 0.06	0.68			0.75	0.50
PLIW1_7	0.62	0.13	- 0.12	0.56	-0.03	0.15	0.56			0.74	0.41
PLWE1_1	- 0.26	0.68	0.01	0.14	0.71	- 0.12		0.70		0.78	0.51
PLWE1_2	- 0.36	0.40	- 0.18	0.09	0.41	- 0.35	Deleted				
PLWE1_3	- 0.34	0.41	0.11	- 0.11	0.49	- 0.06		0.49		0.79	0.29
PLWE1_4	- 0.34	0.65	0.24	- 0.10	0.77	0.08		0.78		0.78	0.63
PLWE1_5	- 0.25	0.55	0.16	- 0.02	0.62	0.03		0.63		0.78	0.40

From Table 1, after going three stages (i.e., no rotation, oblimin rotation, and oblimin rotation after deleting items) of factor analytics, under three factors, items were clubbed namely: F1, F2 and F3. The reason to select oblique rotation was held with belief that there is a correlation in the factors. Infact, minimum residuals factoring method was used because it provides results similar to Maximum Likelihood without assuming multivariate normal distribution and derives solutions through iterative eigendecomposition.

Notably, it can be observed that oblim in rotation was performed twice; one without removing items, and the second one where items were removed having below 0.30 loadings and few loading on more than two factors, the purpose was to create simple structure, which helped to improve communalities as well as reliabilities.

Table 2: Eigen value of Retained Factors

Particulars	No Rotation			Oblimin Rotation			Oblimin Rotation (After Deleting items)		
	F1	F2	F3	F1	F3	F2	F1	F3	F2
SS Loadings	5.02	1.90	1.26	3.48	2.58	2.12	3.11	2.06	1.90
Proportion variance	0.24	0.09	0.06	0.17	0.12	0.10	0.16	0.11	0.10
Cumulative variance	0.24	0.33	0.39	0.17	0.29	0.39	0.16	0.27	0.37
Correlation with factors	0.95	0.89	0.83	0.93	0.90	0.90	0.92	0.88	0.90
Multiple R square	0.90	0.79	0.69	0.86	0.81	0.81	0.85	0.78	0.80
Minimum possible correlation	0.80	0.57	0.38	0.71	0.62	0.61	0.70	0.56	0.61

From Table 2, the eigenvalues at three stages of analysis (i.e., no rotation, oblim in rotation and oblim in rotation after deleting items) show that three factors explain almost 40 percent of the variance. Although 40 percent is minimum, at least 50 percent must be explained by the three factors, but as the study is exploratory in design so this much of variance can be argumentative to consider in social science research. However, F1 explains almost 16% of the variance, whereas other two i.e., F2 and F3 explains 10% and 11% of the variance.

After conducting exploratory factor analysis, the descriptive analysis reveals features of respondents as:

Table 3: Descriptive Analysis

Variable	α	Mean	SD
WIPL	.75	3.50	.74
PLIW	.84	2.61	.85

From table 3, it is to be observed that mean score for WIPL (3.50) is on the higher side with comparatively less standard deviation than PLIW (2.61).

CONCLUSIONS

The health sector is one of the essential sectors where a highly motivated employee can play an important role in providing quality health services. Progressive firms nowadays are taking an inside-out approach, wherein they seek to build their strength in internal resources. Accordingly, the health sector has to frame policies which are supportive of motivating the employee to put his best efforts. One of the cornerstones for that is by caring and providing facilities for employee's WLB. A descriptive analysis of the questionnaire items that mean score for work interference personal life (WIPL =3.50) was greater than personal life interference work (PLIW-Mean around 2.61) (see table 3). It indicates that working women (female doctors and nurses) have more interference of work in their daily life activities.

Organizations in the health sector should seek to enrich the work culture in such a way that employees are free to voice their concerns with their bosses. There is higher pressure for working women as they have to perform household work too. Due to their dual nature of responsibilities, the organization has to step in to lessen their stress levels. One of the ways is to organize various events within their workplace as stress relieving exercises. As health sector is one of the essential sectors which works round the clock, it may not be possible for all employees to join together. However, there can

be variants of stress relieving programmes like discussions with expert, health club within a workplace, a workshop on WLB etc. So, it is suggested to organize stress- relieving programmes.

LIMITATIONS AND FUTURE SCOPE

The study was restricted to one division of J&K, which differs in its cultural outlook from other two cultural frames - Jammu and Ladakh. So, the results of the study have to be confirmed in another geographically narrower cultural frame. A broader sample of designation can be included to understand the WLB of working women. A study can be done, including all working women in the health sector as a population to investigate the issue at a much wider level. There is scope to include both genders to compare the WLB of each. This can be done through a comparative study on both genders so that a comparative picture of WLB for both genders is studied in much detailed and clear manner.

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