



**WORK LIFE BALANCE AND ITS IMPACT ON WOMEN WORKERS JOB  
SATISFACTION IN TEXTILE SPINNING UNIT  
(WITH REFERENCE TO COIMBATORE DISTRICT)**

**Dr. B. Thangaraj**  
Assistant Professor  
Department of Commerce  
Government Arts and Science College  
Mettupalayam, Tamil Nadu, India.

**ABSTRACT**

*After entry of women at job, the work environment, that includes the salary and the leave facilities available, the nature of the work, the social support from co-workers and supervisors support and culture of the organization determine the work life balance of women workers. Though there are studies that attempted to examine the socio-economic conditions and work life balance of the women workers in textile spinning mills both in the Indian context and global context, none of the studies have made an attempt to estimate the influence of the socio-economic factors on work life balance of women workers and how the work life balance factors impact on job satisfaction of women worker in textile sample units. Though this research paper measures the impact of job satisfaction by work life balance factors*

**Keywords:** work life balance, Women Worker Job satisfaction, Impact on job Satisfaction

## 1. INTRODUCTION

Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life balance is a daily effort to find time for family, friends, community participation, spirituality, personal growth, self care and other personal activities, in addition to the demands of the workplace. Work-life balance is assisted by employers who institute policies, procedures, actions and expectations that enable employees to easily pursue more balanced lives.

The pursuit of work-life balance reduces the stress experienced by the employees. When they spend the majority of their days on work-related activities and feel as if they are neglecting the other important components of their lives, stress and unhappiness result. Work-life balance enables employees to feel as if they are paying attention to all the important aspects of their lives.

Work personal life balance does not mean an equal balance. Trying to schedule an equal number of hours for various jobs and personal activities is usually unrewarding and unrealistic. Life is and should be more fluid than that. According to *Jim Bird, President of Work Balance.com*, individual work life balance will vary over time, often on a daily basis. The right balance for one today will probably be different for the person the next day. The right balances when one is single will be different on marrying, or if one has children; when one starts a new career versus when one is nearing retirement.

### 1.1 DEFINITION OF WORK LIFE BALANCE

Frone (2003)<sup>1</sup> focused on the psychological constructs that compose work life balance, noticeably, conflict and facilitation. Thus, work life balance has been defined as an absence of conflict and a presence of facilitation: ‘Low levels of inter-role conflict and high levels of inter-role facilitation represent work–life balance’.

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<sup>1</sup> Frone MR (2003) “Work–family balance”. In JC Quick & LE Tetrick (Eds), *Handbook of Occupational Health Psychology*, Washington DC: American Psychological Association, pp. 143–162.

## 1.2 THE WORK LIFE BALANCE IN INDIAN CONTEXT

In India, most work life balance policies are tucked away in secure intranets, some having evolved from those dictated by parent organization overseas.

The IT industries are probably the first to introduce work-life balance policies. There have been pioneers in the country like NIIT, a premier IT training organization, which several years ago introduced innovative allowances for employees who were dating, job engaged and soon.

These types of policies attract promising talent and ensure a motivated work force. It is not easy to find many references to work-life balance policies and issues in India. This is not to discount their existence in the country, but it does indicate its relative unimportance as a strategic business issue in the country.

In the IT sector one can find attractive on-campus facilities like gymnasium, swimming pool, cafeteria, etc., to accommodate excessive work demand, where a long hour culture is the norm. Responding to cultural and local issues is critical in developing appropriate work life balance policies.

A recent study of call centre employees revealed low level satisfaction among employees. It added that although these employees were fully aware of the unique demands of the job such as peculiar working hours, the need to assume pseudo identities, learning foreign accounts and soon, they were not quite prepared to handle work-life balance.

In the large manufacturing sectors, a study of six leading organizations in India reveals work life balance more in terms of achieving balance and managing time rather than having more control over time (Arulappan Melissa,2003). Privatization of insurance companies has taken place very recently and it is yet to be seen how work-life balance issues are handled by the employers and employees.

Employers were mixed in terms of the relative importance of work-life balance policies years ago as compared to today. There were not as many women in the work force and male employees who left their offices in time to be with their families but today's environment is characterized by a "deteriorating incline towards work" which creates the imbalance and brings the issue into focus.

Employers opined that some of the policies would take a long time to mature in India because of the cultural issues but agreed that there must be committed policy to work-life balance policies in India.

Further, government legislation will need to act as a catalyst of change for the industry in introducing work-life balance policies. In India there is a starting point, in that, organizations have reorganized the need for and value of work-life balance policies. An advantage that Indian industry will now have is to learn from the experiences of other countries and understanding what has worked and what has not. But Indian companies will have to adapt policies to fit in with not just the nature of the industry, profile of work force and other such factors but also with the local culture and environment.

### **1.3 OBJECTIVES OF STUDY**

- To Identify the work life balance factors impact on women workers job satisfaction
- To measure the association between work life balance factors and women worker job Satisfaction
- To offer suggestions to improve the job satisfaction of women workers in textile spinning mills in Coimbatore district.

### **1.4 HYPOTHESIS OF THE STUDY**

There is no significant relationship between work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, supervisor support, and social support from co-workers, work life balance and Job satisfaction

### **1.5 METHODOLOGY OF THE STUDY**

The study is empirical in nature based on survey method. The entire data required for the study was collected in three stages. The primary data relating to the textile spinning mill employees was collected by interviewing the employees with the help of the interview schedule. It was decided that a descriptive study using primary data would be appropriate to investigate the

objectives. The instrument used to collect the data was an interview schedule. The researcher has presented and interpreted the collected data supported by quantitative techniques. In the subsequent sections, the researcher elaborates the method adopted to design and administer the interview schedule, the sampling technique used and the justification for choosing the samples.

### **1.5.1 Source of data**

The prime objective of the present piece of research is to examine the socio-economic conditions and work life balance of women workers. This requires the collection of primary data from the women workers in textile spinning Mills in Coimbatore district.

### **1.5.2. Primary data**

The first step in the primary data collection is the identification of textile units. Though there are more than 3000 units operating within the limits of Coimbatore district, almost 50 percent of them are unregistered units. The sample women workers were collected from the registered units. There are around 600 units which got registered in the Regional Office of The Textile Commissioner. The officials of The Textile Commissioner's office were approached and a list of the address of the textile spinning Mills operating in the area of Coimbatore district was obtained. From this list, 100 textile mills were selected randomly.

Hundred textile spinning mills were approached and from these units, the list of women working in these units was prepared. The selected women respondents were approached in person and the data was collected. Hence, the study has a total of 500 samples selected by adopting the sampling technique of *two stage random sampling technique*.

The selected women respondents were approached in person and the data pertaining to their educational qualification, marital status, type of family, number of members in the family, the educational status of the husband, level of family income and the opinion on the work life related factors like, work life balance, work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, job satisfaction, life satisfaction, supervisor support, social support from co-workers, etc. were collected.

### **1.5.3. Techniques used for analysis**

The techniques used for analysis are Multiple Regression and ANOVA. ANOVA was used to study the differences across personal details on the socio-economic conditions, work life

balance, Multiple regressions were used to study the influence of the work life balance factors and supervisor and social support from co-workers on overall work life balance and satisfaction.

## **2. SIGNIFICANT REVIEW OF LITERATURE**

Hemlatha and Suryanarayana (1983) concluded through a study of role interventions of married working women that women's problems were greatly influenced by the age and socio-economic status of working women and husband's nature, children's age and number, family type and the nature of work and work timings. Husband's cooperation was very important to lessen working women's problems.

Studies such as the one Narayana (1982) conducted in the early 1980s continued to establish that Indian women still aspired not to compromise with the burden of their homemaker role. Women gave more priority to their family role rather than work role.

Ramalakshmi, M. (1982) in her study titled "An economic study of the working and living conditions of the women labourers in the match units in Virudhunagar" has tried to bring out the importance of the working and living conditions of the women labourers in the units where men and children are also working. She found that the match industry is highly labour intensive and women are given only piece wages.

Andrews and Kacmar (2001) examined that feedback from the organization, supervisor and co-workers could be related to the results of outcome variables such as job satisfaction, role conflict and job involvement. Particularly, they found that feedback from supervisor, organization and task predicted job satisfaction. The perceived organizational supportive feedback could be related to increased employees' satisfaction. Receiving adequate, consistent and useful feedback about one's job performance could affect ultimately the effectiveness of the organization and employee job performance.

Yang, Chen, Choi and Zou (2000) made a comparison of the effects of work and family demands on WFC, between the Chinese and Americans, drawing two samples, one from 41 Chinese part-time master of business administration students attending a class in organizational behaviour at a Chinese university and another from 117 Chinese employees working in Beijing.

In a second study, drawing a sample of 121 employees from a multidivisional manufacturing company in north eastern United States, they tested their hypotheses that Americans will experience greater family demand to which will have greater impact on FWC to whereas the Chinese will experience greater work demand which will have greater impact on WFC. However, they found that work demand did not differ significantly between the two countries and did not have a greater effect demand on WFC in China.

According to Dex. S and Scheibl. F. (2000), work-life balance practices are widely accepted by policy-makers to be positive and although they may incur immediate costs to employers, it is likely to be cost-effective in the medium to long term. Such policies, it has been suggested, lead to reductions in turnover, retention of skilled employees, increased organisational loyalty and more effective, committed effort.

Baltes, Briggs, Huff, Wright and Neuman (1999) concluded that in comparison to the most flexible option, employees with some flexibility were more productive and reported greater job satisfaction. Interestingly, our literature review suggests that managers and professionals generally have more personal autonomy and are less affected by formal flexible schedules than other employees. As well, many more employees experience flexibility on an informal basis than as a result of being enrolled in formal, employer-sponsored flextime programmes. In such cases, informal flexibility and supervisor support are likely to work together to enable employees to combine paid work and non-work activities without undue strain or penalty. These common, informal arrangements, while likely to be effective when they meet employees' needs and reflect supervisor support, are not represented in evaluation studies based on participation in formal workplace programmes.

Baljit Kaur Rana, Carolyn Kagan, Suzan Lewis and Usha Rout (1998) conducted study titled "British South Asian women managers and professionals experiences of work and family" Even though an increasing number of British South Asian women have moved into paid employment over the years as a reflection of social and cultural mobility and change, their work-family experiences are not widely reported. This paper examines the experiences of British South Asian full-time managerial or professional women combining work and family life. A qualitative study based in the northwest of England was conducted, utilising semi-structured

interviews with 17 women. The following five themes are discussed: cultural influences on domestic responsibilities, additional responsibilities and commitments to extended family and community members, work-family priorities and "superwoman syndrome", stereotypes of roles and responsibilities at work and experiences of discrimination. Managerial or professional British South Asian women are subjected to the same cultural family commitments and expectations as other non-professional British South Asian working women.

### **3. ANALYSIS AND INTERPRETATION**

#### **TO PREDICT JOB SATISFACTION BY WORK PERSONAL LIFE BALANCE, PERSONAL LIFE TO WORK CONFLICT, WORK TO PERSONAL LIFE FACILITATION, PERSONAL LIFE TO WORK FACILITATION, CULTURE OF THE ORGANIZATION, SUPERVISOR SUPPORT, SOCIAL SUPPORT FROM CO-WORKERS AND WORK LIFE BALANCE**

This objective was examined by test, using Multiple Regression. Consonant with Parasuraman & Simmers (2001), the researcher decided to conduct multiple regression analysis for lower and higher socio-economic conditions separately, in addition to the overall respondents. This was done because it was found using MANOVA in section Table 5.7, that lower and higher socio-economic conditions have significant main effects on the study variables. The work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, supervisor support, social support from co-workers and work life balance entered the regression model as independent variables and job satisfaction entered as dependent variable respectively.

As mentioned earlier, multiple regression is conducted separately for lower and higher socio-economic condition clusters and for the overall respondents and the Enter Method is used to establish the relationship. The results of regression predicting job satisfaction by work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, supervisor support, social support from co-workers and work life balance for higher socio-economic condition is given in Tables 3.1 and 3.2. Table 3.1 shows the ANOVA for regression and 3.2 shows the multiple regression results.

**TABLE 3.1**

**THE ANOVA RESULTS OF REGRESSION PREDICTING JOB SATISFACTION  
FOR HIGHER SOCIO-ECONOMIC CONDITIONS CLUSTERS**

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	41.348	8	5.168	22.854	.000
Residual	85.713	379	.226		
Total	127.061	387			

Source: Computed from primary data.

a. Predictors: (Constant), Social support from co-workers, Work personal life balance, Work to personal life facilitation, Work life balance, personal life to work conflict, Culture of the organisation, Personal life to work facilitation, Supervisor support

b. Dependent Variable: Job Satisfaction

On examination of the ANOVA results in Table 3.1, it is found that F value = 22.854 are significant at 0.05 levels. This suggests that the regression model is fit. R<sup>2</sup> values and standardized beta coefficients are given in Table 3.2.

**TABLE 3.2**

**THE MULTIPLE REGRESSIONS PREDICTING JOB SATISFACTION  
FOR HIGHER SOCIO-ECONOMIC CONDITIONS CLUSTERS**

Variables	Standardized beta coefficients	Sig.
Work life balance	.108	.023
Work personal life balance	-.095	.044
Personal life to work conflict	.137	.011
Work to personal life facilitation	.070	.231
Personal life to work facilitation	-.068	.241
Culture of the organisation	.174	.004
Supervisor support	.317	.000

Social support from co-workers	.087	.118
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Source: Computed from primary data.

Dependent Variable: Job satisfaction; Adjusted R<sup>2</sup> = .311

On examination of Table 3.2, it is found that adjusted R<sup>2</sup> predicting job satisfaction by work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, supervisor support, social support from co-workers and work life balance for higher socio-economic condition is .311. This indicates that 31.1% of the variance in the dependent variable job satisfaction is explained by work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, supervisor support, social support from co-workers and work life balance for higher socio-economic condition.

The researcher has found that predictors such as work life balance, work personal life balance, personal life to work conflict, culture of the organization, supervisor support predict job satisfaction at 0.05 levels. Supervisor support is the strongest predictor ( $\beta = .317$ ) followed by culture of the organization ( $\beta = .174$ ), personal life to work conflict ( $\beta = .137$ ), work life balance ( $\beta = .108$ ) and work personal life balance ( $\beta = -.095$ ). Hence, alternative hypothesis is accepted for work life balance, work personal life balance, personal life to work conflict, culture of the organization, supervisor support and null hypothesis is accepted for other variables.

The researcher has regressed job satisfaction for lower socio-economic condition clusters. The results are given in Tables 3.3 and 3.4 Table 3.3 shows the ANOVA for regression and 3.4 shows the multiple regression results.

**TABLE 3.3**

**THE ANOVA RESULT OF REGRESSION PREDICTING JOB SATISFACTION FOR LOWER SOCIO-ECONOMIC CONDITION CLUSTERS**

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	53.549	8	6.694	26.761	.000
Residual	25.763	103	.250		

Total	79.313	111			
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Source: Computed from primary data.

a. Predictors: (Constant), Social support from co-workers, Work to personal life facilitation, Work personal life balance, Personal life to work facilitation, Personal life to work conflict, Work life balance, Culture of the organisation, Supervisor support.

b. Dependent Variable: Job satisfaction

It is seen that F value = 26.761 is significant at 0.05 level. It indicates that the regression model is fit. The results of regression coefficients are given in Table 3.4

**TABLE 3.4**

**THE MULTIPLE REGRESSION PREDICTING JOB SATISFACTION FOR LOWER SOCIO-ECONOMIC CONDITION CLUSTERS**

<b>Variables</b>	<b>Standardized Beta Coefficients</b>	<b>Sig.</b>
Work life balance	.158	.156
Work personal life balance	.263	.014
Personal life to work conflict	-.104	.298
Work to personal life facilitation	.009	.928
Personal life to work facilitation	-.148	.097
Culture of the organisation	.189	.112

Supervisor support	.476	.000
Social support from co-workers	-.024	.812

Source: Computed from primary data.

a .Dependent Variable: Job satisfaction;  $R^2 = .650$

The regression results show that  $R^2 = .650$ . This indicates that 65% of the variance in the dependent variable job satisfaction is explained by work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, supervisor support, social support from co-workers and work life balance for lower socio-economic condition. On examination of the standardized beta coefficients, it is seen that predictors such as work personal life balance and supervisor support predict job satisfaction for lower socio-economic condition clusters at 0.05 level of significance. Supervisor support ( $\beta = .476$ ) is the strongest prediction followed by work personal life balance ( $\beta = .263$ ) at 0.05 level of significance. Hence, alternative hypothesis is accepted for work personal life balance and supervisor support and null hypothesis is accepted for other variables.

The researcher has regressed job satisfaction for all the respondents results are given in Tables 3.5 and 3.6. Table 3.5 shows the ANOVA for regression and 3.6 shows the multiple regression results.

**TABLE 3.5**

**THE ANOVA RESULT OF REGRESSION PREDICTING JOB SATISFACTION FOR ALL THE RESPONDENTS**

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	116.690	8	14.586	60.911	.000
Residual	117.578	491	.239		
Total	234.268	499			

Source: Computed from primary data.

a. Predictors: (Constant), Social support from co-workers, Work to personal life facilitation, Work personal life balance, Personal life to work facilitation, Personal life to work conflict, Work life balance, Culture of the organisation, Supervisor support

b. Dependent Variable: Job satisfaction

It is seen that F value = 60.911 is significant at 0.05 level. It indicates that the regression model is fit. The results of regression coefficients are given in Table 3.6.

**TABLE 3.6**

**THE MULTIPLE REGRESSION RESULTS PREDICTING JOB SATISFACTION FOR ALL THE RESPONDENTS**

<b>Variables</b>	<b>Standardized Beta Coefficients</b>	<b>Sig.</b>
Work life balance	.120	.010
Work personal life balance	-.016	.690
Personal life to work conflict	.099	.028
Work to personal life facilitation	.071	.133
Personal life to work facilitation	-.101	.029
Culture of the organisation	.200	.000
Supervisor support	.377	.000
Social support from co-workers	.060	.242

Source: Computed from primary data.

a Dependent Variable: Job satisfaction;  $R^2 = .490$

The regression results show that  $R^2 = .490$ . This indicates that 49% of the variance in the dependent variable job satisfaction is explained by work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, supervisor support, social support from co-workers and work life balance for all the respondents.

On examination of the standardized beta coefficients, it is seen that predictors such as work life balance, personal life to work conflict, personal life to work facilitation, culture of the organization and supervisor support predict job satisfaction for all the respondents at 0.05 level of significance. Supervisor support ( $\beta = .377$ ) is the strongest prediction followed culture of the organization ( $\beta = .200$ ), work life balance ( $\beta = .120$ ), personal life to work facilitation ( $\beta = -.101$ ) and personal life to work conflict ( $\beta = .099$ ) at 0.05 level of significance. Hence, alternative hypothesis is accepted for culture of the organization, work life balance, personal life to work facilitation, personal life to work conflict, and supervisor support and null hypothesis is accepted for other variables.

#### **4. FINDINGS AND SUGGESTION**

##### **4.1.FINDINGS**

The results of regression predicting job satisfaction suggests that the amount of variance explained by the independent variables such as work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, supervisor support, social support from co-workers and work life balance is slightly lower for higher socio-economic condition clusters and moderate for lower socio-economic conditions and the overall women workers in textiles. The regression model developed for the higher and lower socio-economic conditions and all the respondents is fit.

On examination of the beta coefficients, it is found that work life balance, work personal life balance, personal life to work conflict, culture of the organization and supervisor support predict job satisfaction for the women workers in textiles belonging to higher socio-economic condition. The strongest predictor is the supervisor support followed by culture of the organization, personal life to work conflict, work life balance and work personal life balance. Hence, alternative hypothesis is supported for work life balance, work personal life balance, personal life to work conflict, culture of the organization and supervisor support. Similarly, for the lower socio-economic condition cluster, work personal life balance and supervisor support are the predictors of job satisfaction. While supervisor support is the strongest predictor, work personal life balance is the next strongest predictor. Hence, alternative hypothesis is supported for work personal life balance and supervisor support. For the overall respondents, work life balance,

personal life to work conflict, personal life to work facilitation, culture of the organization and supervisor support are the predictors of job satisfaction for all the respondents. Hence, alternative hypothesis is supported for work life balance, personal life to work conflict, personal life to work facilitation, culture of the organization and supervisor support.

## **4.2 SUGGESTIONS**

### **4.2.1 Implement flexible working arrangement**

Special consideration shall be given to alternative working arrangements, such as flexible hours of work and work-sharing arrangements. Implementing flexible work practices will provide greater flexibility to all employees, including supervisors, managers and other senior staff, and will ensure working hour's schedules, rosters and leave arrangements to accommodate family and personal responsibilities, without detriment or penalty.

All managers and supervisors to demonstrate commitment to creating a flexible workplace that supports work life balance by considering employees' needs and requests, and be willing to pilot new initiatives and implement more flexible working arrangements.

Greater flexibility in leave arrangements to suit employees' personal circumstances, including leave for school holidays and extended leave without pay to provide full time care to family members is to be provided. This will pave way for employees who are able to balance their work and life commitments to be happier in their job and are more likely to stay and work towards a rewarding and productive career.

As women play a significant role in smooth running of the family, their presence during night time invigorates their family. Working at night time is against their will and wish but in view of the monetary benefit they self-impose themselves to such a situation. Hence, it is suggested that management should take necessary steps to get willingness from the textile women workers before allocating the shifts. It would enhance the job satisfaction of women workers.

### **4.2.2 Creating feasible work place**

The researcher found that there is a moderate level of work life balance, work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, job satisfaction, life satisfaction, family satisfaction, career satisfaction, supervisor support, social support from co-workers and socio-economic conditions. From a practical standpoint, findings suggest that organizational climate does matter and it matters most among the predictors. In this respect, organizations need to pay great attention to their practices and provide conducive environment to their employees in gaining recognition to their career achievement in their management ranks and progress. Organizational climate has important bearing on the level of work life balance.

## CONCLUSION

From this present study the analysis of the study shows that socio-economic condition has significant effect across work life balance, work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, job satisfaction, On examination of the results the researcher found that there is a moderate level of work life balance, work personal life balance, personal life to work conflict, work to personal life facilitation, personal life to work facilitation, culture of the organization, job satisfaction and socio-economic conditions. It is noted that the women workers in textile spinning mill in Coimbatore district, work personal life balance, culture of the organization, supervisor support and social support from co-workers are the predictors of work life balance. Social support from co-workers is the strongest predictor followed by culture of the organization, work personal life balance and supervisor support.

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