



**STUDY ON INFLUENCE OF MARRIAGE ON WORK PERFORMANCE OF
WOMEN WORKING IN IT SECTOR, PUNE.**

*Pooja Kohli
Research Scholar,
Dr. D.Y. Patil Institute of Management Studies,
Akurdi Pune*

*Dr. Rachana Dubey
Research Guide, University of Pune*

Abstract

Work performance of married women in IT sectors is gaining the domain place in highly discussed topics. Family-work conflict and work-family conflict are more likely to have negative impact on the work performance of married women resulting in low output, less career growth and greater internal conflict within the work and family. Variables such as the family support, organizational support and culture, time spent at work etc. influence the performance of women at work. It is also important to consider the consequences these variables have on psychological distress and wellbeing of the working women.

Keywords: Married women, work performance, Information Technology sector

I. INTRODUCTION

Indian economy has changed considerably in the past so many years due to policies such as Liberalization, Privatization and Globalization. Severe revolution in the Labour market has led to increase in employment opportunities, providing new prospects for the young minds, changes in the statistical data of the employees, setting up of improved goals for the employees, with the option of travelling abroad and setting up of additional job opportunities. Moreover, the employee is becoming much more determined, motivated, career focused and concentrated on his work and forgetting to cherish and enjoy his life. Women in huge number are entering into the professions that are excelled by men since very long. Women are now seen as part of workforce in most of the professions. With the abilities like, handling multiple tasks simultaneously women can prove themselves to be a valuable asset resource for an organization. (David and Cooper, 1992).



Women are playing an equivalent role in their career as men. Moreover, the higher status of women because of their occupation and work performed by them is a sure indicator that nation is progressing. It is a certain fact that without the active involvement and support of women in national activities, the social, economic or political progress of a country would have decline and come to a standstill. It's a well-known fact that the employers have long neglected women employees as a productive and innovative input to their organizational success. Many employers think that do not consider women employees cannot perform better than male employees because they think that women's family obligations and commitments are a big challenge to their career progression. Since past decades, our ladies were always looked upon as homemakers, who takes care of only home and children, but in the past few years with improved patterns and standards of education and imparting of knowledge, with the cost of living going up along with a desire to have improved standard of living, has been the major cause for women to take up jobs aimed at improving the family's financial situation. Women are now a day's share equal responsibilities as their male partners and handle multiple roles be it of homemakers or child bearer or housekeeper.

Women may be as committed to their jobs as men, but their reactions to certain variables may vary according to the situation they are in. The three important independent variables are major direct parameters affecting work performance. These are (1) sex role conflict (2) satisfaction of needs and (3) work commitment. The factors such as commitment towards work, career progression, dedication towards work, support of superiors and peers and Organizational perception, diversity of climate are prominently linked to individual performance at work.

According to the study conducted by ILO, The number of working unmarried women in the city is almost twice that of working women who are divorced or married, a finding that blames marriage for scores of women quitting the employees or stopping them from becoming a part of it. Among working women in the age band 18-60, 43 percent are unmarried, 29 per cent divorced and 19 per cent married, says the study. Around 47 per cent of all respondents said they quit work after marriage. Around 25 percent of women quote that Objections from family and too much workload are the main reasons for not joining the employees. Tedious and long working hours stretching up to 11-15 hours for women and high domestic responsibilities were cited as main factors influencing work life choices after marriage. Around 30 percent working women and 38 per cent non-working women cited "children get neglected" due to over burden of the work.

All the constraints (maternity, child care, organizing family life, care of elderly etc.) keep the women at the centre of the family life. The impact of the constraint may vary from one country to another depending upon the support offered such as infrastructures, like day care centers etc. Further along with these obstacles women's incapability in recognizing their own success and ambition rather focusing more on their families seem to lead many women opt out of their career.

This research paper provides an insight to the research undertaken to consider the influence of marriage on the work output of Indian ladies working in Information Technology industry.



II. REVIEW OF LITERATURE

- **Marriage and Work performance: Meaning**

Marriage

Marriage is respect in Society of two souls, in which a man and a woman, who are committed to true love, happiness, provision, protection, proliferation get into a relationship . According to Burke and Weir (1987) marriage is sincere commitment between two souls. Marriage involves assurance on emotional and legal front which is an imperative for adults. One of the personal achievements towards maturity and accomplishment in their lives is when they select a right partner and enter into a union acceptable to the Society. Hence, choosing of right marital partner calls out for one of the most crucial decision in one's life.

As stressed in his works by Okpechi in 2012, People marry or resort to a marital bliss due to different reasons such as social security, affection for each other, mental happiness, companionship and desire to take forward the family name, physical attraction or wish to forget some unhappy moments. Wedding entails a commitment which is a combination of various components such as love and responsibility for peace, happiness and development of strong family relations. Matrimony grants social legitimacy to a sexual union between a man and woman, beginning with respect and undertaken to culminate into a permanent relationship. This is considered an important ground for co habitation. It is an agreement which calls for mutual respect of rights and responsibilities between both the partners and the descendants with certain expectations, where some of these turn factual while others are unrealistic. This is due to complex nature of matrimonial requirements and the fact that each individual is as complex as the surrounding world. Stress may occur when these nuptial expectations are not met.

The couples assume new roles in life when their marriage is contracted. Marriage involves common obligations. Abdal'ati, (1977) and Lemu, (1990) affirmed that obligations of one partner in the marriage is privileges of the spouse. Anyakoha and Eluwa (1999) mentioned 'good housewife' is a woman who performs her household tasks of organising and maintaining the house effectively. Abdalati, (1977), Lemu, (1990), Maqsood, (2002) and Ali, (2005) mentioned that apart from being compliant to her husbands' needs a married woman is also expected provide sexual and mental satisfaction to her spouse. It also includes any errands assigned to the wife by her husband. In another way, it is expected that wife should be submissive in the family and take care of the house by means of doing all chores and looking after the progenies'.

Work performance

Individual work performance is not only a matter of concern in corporates globally rather has been driven to a great extent by research in fields of management, occupational hazards, and work and organizational consciousness. Management primarily focusses on thinking of numerous ways of making an employee more output oriented whereas, the field of occupational health is concentrated on looking out for ways of keeping the employee mentally and physically healthy. Work and organizational psychologists, put forward the impact of factors, such as sustaining employee - commitment, job -satisfaction, and personality, on individual work performance. According to the review of literature done, individual work performance is a related output measure of studies in the organization. There is no complete



theoretical framework of individual work performance as such even though it is so important. It can be measured optimally only when it's solid theoretical framework exist. It has been assumed that composition of individual work performance differs accordingly in every job. Consequently, numerous methods of performance of work have been brought into use.

Till now, assessment of individual work performance has primarily focused either on objective measures of work productivity (such as the absenteeism record, accounting of specified acts that need correction, or contribution towards Company productivity) or based on decisions of productivity and results from the employee him- or herself, colleagues or superiors. A single method provides an insight into the work ethics of employees but does not keep a record on the activities of employees which speaks about the performance of the employees at work. This further raises the question of what exactly individual work performance is comprised of? Performance of an employee cannot be assessed directly as it constitutes of various modules and magnitudes. These magnitudes, in turn, constitute pointers that can be measured directly. Individual work performance, can be comprehended well if we explain the concept domain of work performance and recognise its modules and magnitudes. Whereas the modules may be the same all over the world but the magnitudes may vary between various jobs. The construct of work performance has received relative significance in the field of psychology, According to the definition given by Campbell: Work Performance is "activities or actions that are relevant to the goals of the organization." Three concepts are related to this definition: (1) work culture must be defined in terms of conduct rather than output, (2) work performance contemplates only those outputs that are linked to the organization's objectives, and (3) work performance is manifold. As differentiating between conduct and output can be difficult, others have included output in their definition of work performance. For example, Viswesvaranand Ones defined work performance as "scalable actions, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals." Work performance needs to be differentiated from work efficiency, two concepts that often seem to be used in place of each other in the literature. Work efficiency is defined as input divided by output. Thus, work productivity is an inadequate concept for work performance. The differentiation between random variables and pointers of job line achievement is also significant. Causal variables determine or predict one's level of work performance, whereas indicators define work performance. For example, job satisfaction is considered a determinant of work performance, whereas work quality is an indicator of work performance. Indicators of work performance rather than its determinants. Therefore, it leads to an uncertainty on what exactly individual work performance is comprised of? The aim of the current review is dual: firstly, identifying conceptual frameworks of individual work performance and (2) assimilating the conceptual frameworks to reach a heuristic conceptual framework of individual work performance.

The two most significant realms for an individual are personal life and professional life. The conflicts between these two realms puts a negative effect on the individuals, their families and organisations (Andrews & Withey, 1976). Still men somehow show interest by being more committed to their work whereas the women are presumed to execute their family responsibilities even though they are busy with their professional work. (Burke, 2001).



- **Women's experiences at the work-family interface after marriage**

The increase in the number of women at workplace lays more emphasis on the research on gender issues in the organization. We all know that in most of the organizations majority of employees are women and the growth pattern is likely to move forward. According to Bureau of Labor Statistics, 2004, in most of the countries across the globe, the participation of women in the labour force has increased at much faster rate whereas men's participation rate has decreased steadily. There is a considerable increase in the proportion of women employees being promoted to managerial level positions as compared to men. Bureau of Labor Statistics, 2004 had also forecasted, that women employees covering the major part of the workforce of IT firm. The ever increasing rate of involvement of women employees in the work, it makes more compulsory for the organizations to conduct research on investigating if sex category differences holds any relevance in the workplace attitudes and behaviors of men and women (Aven, Parker, & McEvoy, 1993; Wahn, 1998).

Since the publication of Kanter's seminal work, *Men and Women of the Corporation*, there has been a growing *understanding* of the inter-connected nature of employees' work and non-work lives (Kanter, 1977). Recent research suggests that job demands borne by construction professionals are damaging to their personal relationships (Lingard and Francis, 2002; Lingard and Sublet, 2002). Women still have the prime obligation of handling domestic responsibilities though men and women both need to strike an appropriate balance at home and office (Demo and Acock, 1993; Higgins *et al.*, 2000). For example, a recent Tasmanian study found that mothers *as compared to fathers* were more likely to take leave from work to care for a sick child (Australian Bureau of Statistics, 1999). The employment situations which demand long and rigid working hours create more conflicts for women between work and home life (Guteket *et al.*, 1991). Dainty *et al.* (1999) said that –atmosphere at work places favour men thereby precluding women from reaching to a stabilised level between work and home because women's concentration in construction careers drops when her personal issues become more important.

Work-family commitment is a major point of concern where work and kinfolk demands cannot be met simultaneously and is an on-going problem for women with career aspirations (Wentling, 1996). Role conflict in the work setting is negatively associated with organizational commitment (Mathieu and Zajac, 1990) and it is possible that inter-domain role conflict will have a similar effect. Orthner and Pittman (1986) report that the provision of family-friendly policies in the organization leads to positive commitment by the employees.

According to McKinsey & Company, "If women are less naturally inclined than men to recognize and appreciate their own performance, it is probably more difficult for them to assert their talents and gain recognition in the company, and hence capture every opportunity for promotion."

For understanding the relationship of adapting to career, clan and performance at work, a survey on married women employees has been conducted.

III. SIGNIFICANCE AND NEED OF THE STUDY

The process of understanding the influence of marriage on work performance of women employees is gaining importance across IT organizations. This study aims at helping IT firms to



frame additionally operative policies in context of work – vis a vis work balance, it also helps the firms introduce new operating procedures for balancing personal life and work requirements – life stability programs and encourages following of the best practices across IT organizations. Further the study facilitates to build organization wide culture, effective use of policies and programs and also better integration between work and non-work activities. Therefore, by providing additional operative policies subsequently encouraging employees to make its optimum utilisation, there will be an increase in the employee's satisfaction and also organizational commitment.

It further facilitates the organizations to withhold its outstanding employees who successively contribute towards cost saving.

This study will help to create awareness among the employers to treat women employees as an asset for their Organizations and not as liabilities. This will develop a feeling of belongingness among the women employees.

This study helps to understand the factors leading to motivate the women employees to remain connected to corporate even after marriage.

- **Why IT Companies are selected for the Study?**

IT industry covers the majority part of the global markets which has built a valuable brand for itself. Software Industry and Information Technology enabled services (ITES), which comprises business process outsourcing (BPO) industry are the main modules of IT industry. Indian IT Industry is a favorite destination for ITES. In India, IT industry initiated in the year 1974 when India sales agent, Tata Consultancy Services (TCS) was asked by Burroughs, the mainframe manufacturer to send programmers for installing system software for a U.S. client.

The unfavorable conditions were prevailing when Indian IT industry originated. During the past few decades local markets were lacking and government policy toward private enterprise was antagonistic. The Indian IT Industry was initiated by Bombay-based conglomerates that entered the business by supplying programmers to overseas global IT firms. During 1970's the Indian economy was state-controlled and remained hostile towards the software industry. To add to their woes, the exporters were ineligible for bank finance. In 1984 with Rajiv Gandhi taking over as Prime Minister, the Government policy related to IT sector was altered too. The New Computer Policy (NCP-1984) comprised of a package of reduced import duties on hardware and software, reducing it to an extent of 60%.

Even during this time the recognition of software exports as a "delicensed industry", was taken up to enable banks to finance and thereby freed the industry from license/permit raj, permission was also granted for foreign firms to set up wholly-owned subsidiaries. These policies have ensured the development of a world-class Indian IT industry. Today, IT companies in India such as Tata Consultancy Services (TCS), Wipro, Infosys, HCL are well known in the global market for their IT competency.

Indian IT Industry's development and contribution to the world's information technology sector has been of International Standard. According to the latest annual ranking by consulting firm Tholons Bangalore remains the most attractive IT/ITeS outsourcing location in the world, and six Indian cities are part of the top 10 most attractive outsourcing locations. The other cities are Mumbai, Delhi NCR, Chennai, Hyderabad and Pune. These cities have become favourite



destinations for all the big banners like HSBC, Dell, Microsoft, GE, Hewlett Packard, and several Indian multinational firms like Infosys Technologies, Wipro, and Micro land too have set up their offices in these cities. As these cities offers good infrastructure, with large floor space and great telecom connectivity. It is reason why there is steady growth of IT in India and the changed perception of foreign companies towards India.

Information Technology (IT) is the acquisition, processing, storage and dissemination of voice, pictorial, textual and numerical information by a micro-electronics-based combination of computing and telecommunications. Information Technology nowadays has been referred as entire gambit of Media and Devices used to transmit and process information for use by various target groups in the society. IT has, therefore been rightly termed as information and communication Revolution.

- **IT Industry in India**

India's much exhibited Information Technology (IT) sector comprises of two parts i.e. Software sector and IT enabled sector (ITES). In both of these sectors, the work completed in the developed countries, specifically the US, has outsourced or contracted out to various locations in India. In the case of the ITES, the activities outsourced include call centres, medical transcription, data entry, ticket reconciliation, claims processing credit card administration and such other routine office work can be performed at remote locations.

India has built up valuable brand in IT over the years. In IT enabled services (ITES), India is emerging as one of the most preferred destinations for business process outsourcing (BPO). Although industry figures based on profits generated instead of value added, they provide an indicator of growing importance of the IT sector in the country. The Indian IT industry is broadly categorized into IT services and software, ITES-BPO, and Hardware segments. Although IT services and software continues to remain the key contributor to the IT sector's revenues, ITES- BPO is emerging as the fastest growing segment of the sector. Presently, ITES-BPO segment of the industry is almost as big as the hardware segment.

- **Why married women working with IT Companies are selected for the Study?**

Most of the Married working women try to strike an apt balance between their professional and personal life. The growing personal responsibilities with continuous changing technology at work makes it challenging for women to concentrate on their work performance. The instability in the work life of a women employee is a big concern due to various reasons such as their wellbeing, boredom at workplace, declining level of efficiency and ability associated with it. Such imbalance affects the work performance of women employees. Women are performing dual role of salary earner and home maker. Therefore, Organizations must consider the plight of working women and therefore, help them to balance both professional life and married life. When a working women is able to have job satisfaction (Enjoyment) and at the same time be able to grow up in her career (Achievement) and also able to balance her personal life it leads to positive work life balance.

Researcher is keen to understand the challenges faced by working married women while performing multiple roles at work and home and how it is affecting the work performance of women working in IT industry.



IV. THE PURPOSE OF THE RESEARCH

- **Research Question**

Multiple roles such as the wife, mother, homemaker and employee are performed by married working women. The major role problem a woman faces is when these multiple roles affect her work performance as an employee. These multiple roles being played by her gives rise to conflicts in her professional as well as personal life. The expectations surrounding any of these roles can generate inter - role conflict when they involve pressures to dominate the time of the focal person and interfere with fulfilling the expectations associated with the other roles. Recognizing that how the multiple roles played by married women influences the performance at work which in turn results in role conflict and, in turn, strain and the need to adopt certain coping strategies to manage the conflict, is investigated in this study.

When we talk about job performance, it always measured against the standards set by the organization .Every organization has certain performance evaluation measures by which they check the efficiency of their employees.

- **Aim and objectives and Hypotheses**

This research aims at studying the influence of marriage on work performance of women working in IT industry. Six objectives of this research have been originally devised.

They are detailed as below. Table 1.1 shows the relationship between the research aim, the research objectives and the propositions.

Table 1.1: Research aim, objectives and related research hypotheses.

Research Aim	Objectives	Hypotheses
To study the influence of marriage on work performance of women working in IT sector.	<ol style="list-style-type: none">1. To study the work performance of women employees in context to IT companies.2. To study the personal and work environment of women employees in context to IT companies.3. To study the performance of women employees before and after marriage.4. To study the relationship between work life balance of women employees and their work performance before and after marriage.5. To study the impact of demographic variable (age, work experience, educational qualification,	<ol style="list-style-type: none">1. There is a significant difference in the personal environment and work environment of women employees before and after marriage.2. The work performance of women employees is higher before marriage than after in context of IT companies.3. There is a positive relationship between work life balance and performance4. There is a significant relationship between demographic variables (age, educational qualification, work experience, relationship status, number of children of women employees) on Performance.



	relationship status and number of children of women employees) on performance. 6. To study and recommend the area of improvement in the personal and work environment to improve the performance of Women Employees.	
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Hypothesis

From the research aims and objectives, four research hypotheses are developed through the literature review as set out below.

➤ **Hypothesis 1**

There is a significant difference in the personal environment and work environment of women employees before and after marriage.

➤ **Hypothesis 2**

The work performance of women employees is higher before marriage than after in context of IT companies.

➤ **Hypothesis 3**

There is a positive relationship between work life balance and performance.

➤ **Hypothesis 4**

There is a significant relationship between demographic variables (age, educational qualification, work experience, relationship status and number of children of women employees) on Performance.

• **Research scope**

The research scope involves an extant review of literature on factors affecting the work performance. A qualitative survey was done with the project managers and quantitative survey with the married women working in IT companies. The other scope of the study was as follows:

- The study has conducted a review of literature on the factors affecting the performance of employees in context to IT companies.
- The data was collected from the prominent IT companies situated in Pune.
- The quantitative data was collected from the married women working in IT Companies.
- The qualitative survey was done with project managers to find the factor affecting the work performance and also understand the performance of women employees before and after marriage.



V. CONCLUSION, RECOMMENDATIONS AND FUTURE DIRECTION OF RESEARCH

Objective 1: *To study the work performance of women employees in context to IT companies.* The overall average performance of the women employees before and after marriage is 4.1339 and 3.509279 respectively. This is considered as the high level performance. This is also supported by the opinion survey with the project managers. They said that performance of the employees is high.

Objective 2: *To study the personal environment and work environment components of women employees in context to IT companies.* From the extant review of literature and the opinion survey of project managers, the personal environment and work environment are Job Involvement, Role Stress, Organizational support and work culture, time spent with family, family support, career management work motivation, job satisfaction, work life balance. **Hypothesis 1:** *There is a significant difference in the personal environment and work environment of women employees before and after marriage.* The Statistical analysis of Hypothesis 1 revealed that there is a significant difference with Job involvement, role stress, time spent with family, career management, work motivation, job satisfaction, work life balance but there is no significant difference with organizational support and work culture and family support. **So Hypothesis 1 is partially supported.**

Objective 3: *To study the performance of women employees before and after marriage.* The average performance of women employees before and after marriage is 4.133977 and 3.509279 respectively. **Hypothesis 2:** *The work performance of women employees is higher before marriage than after in context of IT companies.* The paired comparison t-test shows that there is a significant difference in the work performance of the women employees before and after marriage as the p-value ($0.00 < 0.05$). The mean value of performance of before and after marriage is 4.133977 and 3.509279 respectively. This shows that women employees have higher performance before marriage than after marriage. **So the Hypothesis 2 is supported.**

Objective 4: *To study the relationship between work life balance of women employees and their work performance before and after marriage.* The extant review of literature, opinion survey and the statistical analysis shows that there is a strong positive relationship between work life balance and performance of the women employees. **Hypothesis 3:** *There is a positive relationship between work life balance and performance.* The regression analysis between work life balance and performance of the employees before and after marriage shows that there is a strong positive relationship between work life balance and performance ($R = 0.722$, before marriage) and adjusted R square = 0.503. Similarly work life balance and performance ($R = 0.704$, after marriage) and adjusted R square = 0.481. This means that in both the cases work life balance explains 50.3% and 48.1% to the performance before and after marriage respectively and it is significant as p-value in both the cases are less than 0.05. **So the hypothesis 3 is supported.**



Objective 5: *To study the impact of demographic variable (age, work experience, educational qualification, relationship status and number of children of women employees) on performance.*

From the opinion survey with the project managers and the survey with the women employees it was found that there is no any impact of age, work experience, educational qualification, relationship status on performance but there is significant difference between the number of children of the women employees and their performance. **Hypothesis 4:** *There is a significant relationship between demographic variables (age, educational qualification, work experience, relationship status, and number of children of women employees) on Performance.* The ANOVA test shows that there is no significance difference with age, work experience, educational qualification and relationship status, number of children of women employees and their performance. **So Hypothesis 4 is partially supported.**

Objective 6: *To study and recommend the area of improvement in the personal environment and work environment to improve the performance of Women Employees.*

- **Recommendations**

- This study has implications for policy makers, suggesting the need to implement policies that are women and family friendly in organizations. Other stakeholders need to work hand-in-hand with these organizations for the purpose of putting forth modalities for the establishment of Women Friendly Support System (WFSS) and Family Friendly Support System (FFSS) for the welfare of their workers.
- Organizations need to recognize the fact that the drivers of motivation for women in the workforce are different and unique, and need to take into cognizance the value of keeping or losing this talent.
- The research reveals the expectations of the women professionals in terms of support that organizations can provide to help them in achieving a better work-life balance and advance in their career.
- While organizing support provisions for its employees, organizations need to be careful about their preference for flexibility in work location (working from home/telecommuting these issues and allow its employees to have a greater control in managing potential conflicts between their work and non-work demands. It may be a relatively inexpensive way of gaining longer-term commitment from the valuable women professionals.
- Organizations must ensure and declare that they are ready with various work-life balance provisions which would help the women professionals to balance their professional and family responsibilities. This will act as a competitive advantage for the organizations and also help them in establishing strong employer branding.

- **Contributions to Knowledge**

The main contributions to knowledge of this research are detailed below:-

- This research has used a quantitative and qualitative approach to provide a comprehensive understanding the **Influence of marriage on work performance of**



women working in IT sector, Pune". It has been found that marriage plays a vital role in the performance of women employees.

- This research has explored that post marriage women play multiple roles and try to balance their act both at work and their personal life.
- Recommendations were proposed for enhancing the work performance of married women in IT industry. These were validated through discussions with the women employees, their project managers as well the previous studies.
- The research in this direction could help the policymakers and organizations to design more coherent and rational policies towards women in the IT sector

- **Limitations of the Study**

The potential problem of using a self-report approach is that if a person's self-concept is accurate, then these sorts of measures can often serve as an accurate measure of the actual ability or trait. However, if the person's self-concept is inaccurate, then self-reported measures might yield information concerning only the person's self-concept, rather than the actual ability or trait (Mayer et al., 2000). Therefore, informants might have had a propensity to overestimate or underestimate their actual ability or trait during the surveying.

The opinion survey was conducted with project managers and a general observation was taken for the influence of marriage on performance of women employees. Here it is not matched between the responses given by particular respondents with the responses given by project managers.

The sample size was taken only from IT companies located in Pune. Thus, the bias of the limited number of respondents should be taken into account.

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