

# Work Life Balance among Women Academician with Reference to Colleges in Chennai

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(Received on 10 June 2013 and accepted on 15 August 2013)

**Abstract** – Career women are challenged by the full-time work and at the end of each work-day in a private Educational Institution they carry more of the responsibilities and commitments to home. Majority of women are working 40-45 hours per week and 53% are struggling to achieve work/life balance. Women reported that their life has become a juggling act as they have to shoulder multiple responsibilities at work and home. Management of educational institutions need to be conscious of this status of working women and periodically review the status. They can create supportive environment to help these women achieve work life balance. This report highlights the issues connected with work life balance of women in an educational institution and the factors that determine work life balance. Questionnaire surveys were personally administered and data was collected from some of the women Academician from colleges in Chennai. Tests for descriptive statistics, factor analysis, ANOVA, Friedman test were employed to test the hypotheses and answer the research questions. The results revealed that work- life balance is explained by imbalance which impacts depression and psychological stress amongst the female faculty. Besides, work-life balance and Imbalance exert negative indirect effects on the one's work life. Additionally, imbalance is strongly explained by depression, and depression is predicted by work-life balance the current study has a few limitations that must be stated. First, the research was conducted in only a few Colleges in Chennai as it's difficult to collect data from all the Colleges. Consequently, its findings are not applicable to other industries in the country. Second limitation was that this study was carried out within a short time frame with limited resources.

This study contributes in two ways. First, it also provides insight into the importance of work life Balance, Imbalance, Depression, Psychological stress among female Academician in Chennai. Second, this study provides evidence of the relationship between work-life Balance, Imbalance, Depression, Psychological stress.

**Keywords:** Work-life Balance, Work/life, Women Academician, Imbalance, Depression, Psychological stress

## I. INTRODUCTION

Work – life Balance of women employees has become an important subject since the time has changed from men was the breadwinner, to today's world where both men and women equally sharing the responsibility of family life. Though it is a very broad subject which speaks about both career development on one side and the family care on the other side, it is very necessary to know how the women balance the professional demands and domestic compulsions. Professional life means the aim to grow and earn respect in the organization and society at large and Personal life means taking care of family, children, parents, health and spending the leisure time effectively. With the development in educational, economical and social standards, things have improved to a great extent and the role of women in balancing their lifestyle is less taxing. But not all women have been able to achieve this balance, as each one of them has different challenges to balance.

Therefore only periodical research will bring to light the inadequacies of the initiatives to achieve a healthy work life balance. Work-life balance for teaching professional

has become one of the greatest challenges in today's world. Teachers work load not only demand their time in the institution but also extend to their home so as to get prepared for the following day, apart from maintaining student records and attending to various institution related functional requirements. Teachers need to spend extra hours every day to be effective and productive in their profession so that they could reach higher levels and face the challenging atmosphere. Moreover, teachers not only look forward towards teaching, but need to also focus on soft skills and life skills so that they not only produce good professionals but also develop good citizens. This paper aims to investigate the relationship of work life Balance, Imbalance, Depression, Psychological stress on the basis of various factors.

## II. LITERATURE REVIEW AND HYPOTHESES

According to Kathleen Gerson (2011), Sociologist, in his experiment found that young people - are searching for new ways to define care that do not force them to choose between spending time with their children and earning an income" and - are looking for definition of personal identity that do not pit their own development against creating committed ties to others". Regarding home life, men and women have similarities with work and home life. Today, home is not a heavenly place which men and women could rest and feel comfort as before, but home is an additional place of work.

In today's society we are in a permanent competition. Appearance, occupation, education of the children - everything is compared to a media staged ideal. Everything should be perfect, because this deep-rooted aversion to all average, the pathological pursue to excellence - these are old traditions. Whoever wants more - on the job, from the partner, from the children, from themselves - will one day be burned out and empty inside. He is then faced with the realization that perfection do not exist. Who is now-a-days empty inside and burned out, has in the common language a Burnout. But due to the definitional problems Burnout is till this date no recognized illness. An attempt to define this concept more closely, can be: a condition that get only the passionate, that is certainly not a mental illness but only a grave exhaustion (can lead to numerous sick days).

Texas Quick (2009), an expert witness at trials of companies who were accused of overworking their employees, states that - when people get worked beyond their capacity, companies pay the price. Although some employers believe that workers should reduce their own stress by simplifying their lives and making a better effort to care for their health, most experts feel that the chief responsibility for reducing stress should be management.

According to Esther M.Orioli (2010), President of Essi Systems, a stress management. consulting firm, while factor analyzing Traditional stress-management programs placed the responsibility of reducing stress on the individual rather than on the organization-where it belongs. No matter how healthy individual employees are when they start out, if they work in a dysfunctional system, they'll burn out.

According to Sylvia Hewlett (2009), president of the Center for Work-Life Policy, examined that woman takes time off to care for children or an older parent, employers tend to see these people as less than fully committed. It's as though their identity is transformed. Mental health is a balancing act that may be affected by four factors: the influence of unfavourable genes, by wounding trauma, by private pressures and most recently by the stress of working. Many people expose themselves unsolicited to the so-called job stress, because the "hard worker" enjoys a very high social recognition. These aspects can be the cause of an imbalance in the areas of life. But there are also other reasons which can lead to such an imbalance.

Brett Graff (2008), Nightly Business Report correspondent states that (because a woman may have trouble re-entering the market or, if she does find a position, it will likely be a lower position with less pay). If you thought choosing a baby name was hard, you have yet to wrestle with the idea of leaving your career to be a full-time mom or take care of an older parent...Most will want to re-enter, but will do so accepting lesser positions or lower wages.

In the past, women often found it more difficult to maintain balance due to the competing pressures at work and demands at home.

For many employees today—both male and female—their lives are becoming more consumed with a host of

family and other personal responsibilities and interests. Therefore, in an effort to retain employees, it is increasingly important for organizations to recognize this balance.

The implications of such imbalances can be further measured in figures: In 1993, early retirement due to mental illness still made 15.4% of all cases. In 2008, there were already 35.6%. Even in the days of illness, the proportion of failures due to mental disorders increased. Statisticians calculated that 41 million absent days in 2008 went to the account of these crises, which led to 3.9 billion Euros in lost production costs.

Many countries have opted for fewer hours. France attempted to introduce a thirty-five hour workweek, and Finland experimented with a thirty-hour week in 1996. In a 2007, the European Quality of Life Survey found that countries in south-eastern Europe had the most common problems with work-life balance. In Croatia and Greece, a little over 70% of working citizens say that they are too tired to do household jobs at least several times a month because of work.

According to experts (2010), attempts to show that, in addition to the ultra hard-working and the idealists mainly the perfectionist, the loner, the grim and the thin-skinned, especially endangered of a burnout. All together they usually have a lack of a healthy distance to work.

The phases of burnout can be described, among other things, first by great ambition, and then follows the suppression of failure, isolation, finally, the cynical attitude towards the employer or supervisor. Concerned persons have very often also anxiety disorders and depressions, which are serious mental diseases. Depressions are the predominant causes of the nearly 10,000 suicides that occur alone each year in Germany.

In Britain, legislation has been passed allowing parents of children under six to request a more flexible work schedule. Companies must approve this request as long as it does not damage the business. A 2003 Survey of graduates in the UK revealed that graduates value flexibility even more than wages.

Playing by the outmoded rules of the academic game can have serious and long-lasting effects on both career and family trajectories. Women are far more likely than men to be childless, single, divorced, separated, or to have fewer children than desired. Comparing men and women who have children within 5 years of earning a Ph.D., women are approximately 20% less likely to achieve tenure. Mason concludes, "A true measure of gender equity in the academy would look at both career and family outcomes. We call this two-pronged measure the "baby gap test," because it takes into account both the gap in professional outcomes for women with children compared with men and the gap in family formation for academically successful women."

Boas Shamir, Ilan Salomon (1985), investigated that the emergence of innovations and developments in the telecommunications technology there is a high possibilities of doing jobs in home itself instead of going to office/work place. Implications of work-at-home arrangements for the individual's quality of working life are researched and revealed several major aspects of the work experience relevant to quality of working life. The differences along these aspects between working at home and working at a normal workplace, and speculation about the possible consequences for the individual of the transfer of jobs from employers' premises to employees' homes.

Andy Danford, Mike Richardson, Paul Stewart, Stephanie Tailby and Martin Upchurch (2008), they measured the effects of workplace partnership and selected high performance work practices on four different dimensions of employee experience. At the same time as the partnership-high performance work systems centers seems to have little impact on employees' job satisfaction or sense of attachment, it does, however, have a negative impact on both workplace stress and employee evaluations of union performance. Finally they had a questions and common assumptions about the inevitability of 'mutual gain' and the necessity of employer/union partnership.

Alison M. Konrad, Robert Mangel (2000), examined the adoption of work-life programs and the impact of work-life programs on firm productivity. They have collected the sample of 658 organizations provided survey data on firm characteristics and work-life programs. In these 658

organizations, the percentage of professionals and the percentage of women employed were positively related to the development of more extensive work-life programs. Finally they have seen that a significant interaction effects indicated in 195 firms out of 658 firms work-life programs had a stronger optimistic impact on output when women comprised a larger percentage of the workforce and when a higher percentage of professionals were employed.

Cynthia A. Thompson (2002), designed to focus on the concerns that employees and organizations have about employees' ability to balance work-life demands. The participants are asked to describe current or anticipated work-family or work-life balancing concerns. It is concluded that, however, is that employee needs and interests are not necessarily in opposition to the organization's interests and that working together to resolve work-life conflict can benefit both the employee and the organization.

Una Byrne (2005), discussed the development of the concept of the 'work-life balance' as a means of tackling the problem of increasing amounts of stress in the workplace as people try to juggle a wide range of factors in their life/work environment, including: work, family, friends, health, and spirit/self.

The Annual Conference 2007 Resolution highlighted the fact that the Government's workforce reforms had not brought about a significant reduction in workload for teaching professionals and pointed out that the key to resolving this situation lay in their institution being committed to developing and implementing purposeful work-life balance policies which also take account of the statutory duty on them to promote gender equality.

From information held by the Union and consistent with its policies, we have distilled the components of a good work-life balance policy which divisions can seek to include in local authority policies. It may not be possible to incorporate all elements in every policy. All policies should, however, cover at least some of them.

Most importantly, the academic climate needs to change from the top. We must actively encourage faculty members to utilize existing options to facilitate work-family balance, rather than devaluing them for doing so.

### III. METHODOLOGY

Data used in this study were obtained from women Academician with reference to Colleges in Chennai. Women faculty belongs to different departments from both Arts and Science College and Engineering colleges. Questionnaires were personally administered to gather data about work life balance on five variables i.e. about their work, about their work life balance, managing work life balance, work stress, parenting programmes. Of the 300 questionnaires distributed which yield a response rate of 100 percent.

The demographic characteristics of their respondents can be categorized as follows: 50% women's are between the age group 20 to 30, 32% are 31 to 40, 12% are 41 to 50, 3% are 51 to 60, 3% are 61 to 70; 52% are married, 2% are Divorced, 1% are separated, 37% are unmarried, 8% widower; 1% are PG Diploma, 5% are masters degree, 63% are M.Phil, 12% are UGC- NET/SET, 19% are doctorate; 79% are full time employed, 12% are part time employed, 9% are casually employed; 58% had work experience between 1 to 5 years, 16% had work experience 6 to 10 years, 10% had work experience 11 to 15 years, 14% had work experience 16 to 20 years and 2% had work experience more than 20 years.

#### *A. Limitation of the Study*

The current study contains a few limitations that must be stated. First, the research was conducted in only few universities in Chennai as it's difficult to collect data from all the universities. Consequently, its findings are not applicable to other industries. Second, the study was carried out within a short period of time. The time was the major constrain so the number of respondent was strictly restricted to 300. The sample selected for the study is very small compared to the total population of the Colleges. It is recommended that future researchers perform a longitudinal study to examine work-life Balance process over time, thus capturing relevant data during different occurrences of stressful conditions between work and life and its impact work performance resulting in fast turn-over of female faculty in Chennai universities.

#### IV. ANALYSIS AND RESULTS

All the analyses are carried on women as only women are part of this research. We used the following statistical techniques to capture the distribution and predict various components of work-life Balance for women. First of all Factor Analysis were conducted to test the appropriateness of factors like Kaiser-Meyer-Olkin (KMO) and Bartlett's test of Sphericity; Communalities; Total variance explained, The rest includes demographic analysis about respondents; descriptive analysis; One-Way ANOVA, Friedman Test to investigate the relationship between various factors of work-life Balance.

Table I presents the means, standard deviations and variance among studied variables. The results of descriptive statistic for the current study indicate a general agreement of the respondents to the different work-life Balance studies. The mean values ranges from highest of 3.9233 to lowest of 0.14. The result for about you and your work indicated highest concurrence (Mean =2.2967, standard Deviation = 1.5606); you and your work-life Balance (Mean = 3.2567, standard Deviation = 1.28563); Managing work-life Balance (Mean = 3, standard Deviation = 1.0795); you and work stresses (Mean =3.9233, standard Deviation = 1.41743); about you and parenting programmes (Mean = 2.2867, standard Deviation =1.27143).

TABLE I DESCRIPTIVE STATISTICS

Particulars	Mean		N
	Statistic	Std. Deviation	
You and Your work	2.2967	1.5606	300
You and Work-life Balance	3.2567	1.28563	300
Managing work-life Balance	3	1.0795	300
Work stresses	3.9233	1.41743	300
Parenting Programmes	2.2867	1.27143	300

TABLE II KMO AND BARTLETT'S TEST FOR WORK LIFE BALANCE

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.531
Bartlett's Test of Sphericity	Approx. Chi-Square	761.673
	Df	45
	Sig.	0.000

Table II shows the Factor analysis was conducted to ascertain the relative strength of various factors in this regard. The questionnaire composed of six sections: 4 questions on demographics; 7 questions on work; 10 questions on work life balance; 5 questions on managing work life balance; 10 questions on work stress and 4 questions on parenting programmes. The appropriateness of factors analysis model with the given data or whether the data was suitable for conducting factor analysis was tested using Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity for work life balance which indicates that the patterns of correlations are relatively compact and yield distinct and reliable results. The KMO measure indicated sample adequacy of 0.531 which is fairly good. The Bartlett's test confirmed normality of the samples as supported by statistically significant Chi-square value. (KMO =0. 531, p=.000)

Table III In factors analysis, there are sets of factors which are referred to as 'common factors', each of which loads on variable and other factors which are extraneous to each of the variable. The proportion of variance of a variable explained by the common factors called the communality. The communality of the variable ranges between 0 and 1, where 0 indicates that the common factors explain none of the variance and 1 indicates all the variance is explained by the common factors. The extracted communalities are estimates of the variance in each variable accounted for by the components. The average communalities of 36 statements were 0.697, which was good when the sample size nears 300. Hence, all the 36 items were retained using Kaiser's criterion. This means the factors chosen for analysis are relevant.

Table IV of total variance explained lists the eigenvalues associated with each components before extraction, after extraction and after rotation. Initial eigenvalues total columns shows the eigenvalue which are taken into account during the analysis. The percentage of variance columns present the variance each individuals component explains. Finally, the amount of variance added together by each consecutive components is shown in the cumulative percentage columns. The total cumulative variance explained above 80% is considered acceptable.

TABLE III COMMUNALITIES

WORK-LIFE BALANCE	Initial	Extraction
current employment status	1.000	.938
How many hours per week do you teach	1.000	.890
In the last 6 months, how many days have you taken “off work” for each of the following reasons	1.000	.903
In total, how many years of service have you had as a teacher	1.000	.875
What year level(s) do you currently teach	1.000	.920
In the last 6 months, have you ever considered leaving teaching for another occupation	1.000	.904
Do you participate in any additional out of the home and non-employment related activities	1.000	.867
After work, I come home too tired to do some of the things I’d like to do	1.000	.915
My family/friends dislike how often I am preoccupied with my work while I am at home.	1.000	.901
My work takes up time that I’d like to spend with family/friends.	1.000	.834
My job or career interferes with my responsibilities at home, such as yard work, cooking, cleaning, repairs, shopping, paying the bills, or child care.	1.000	.823
My job or career keeps me from spending the amount of time I would like to spend with my family.	1.000	.869
I’m too tired at work because of the things I have to do at home.	1.000	.887
My personal demands are so great that it takes away from my work	1.000	.766
My personal life takes up time that I’d like to spend at work.	1.000	.809
My home life interferes with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, or working overtime.	1.000	.893
My home life keeps me from spending the amount of time I would like to spend on job- or career related activities	1.000	.713
Balancing work and family is stressful.	1.000	.770
Difficulties managing competing work and family demands can impact job performance and work satisfaction	1.000	.881
I am more likely to attend a parenting programme sponsored by my workplace than one at a clinic.	1.000	.855
My College supports me in managing my work and family commitments	1.000	.903
Programmes targeting work-family balance should be delivered in work hours.	1.000	.863
Trying to motivate students who do not want to learn.	1.000	.912
Feeling my salary is not equal to my duties and responsibilities.	1.000	.798
Having to do college work at home to meet what is expected of me.	1.000	.825
Feeling my opinions are not valued by my principal.	1.000	.918
Having insufficient opportunity for rest and preparation	1.000	.751
Feeling there is a lack of recognition for good teaching in my college.	1.000	.869
Feeling my job does not provide the financial security I need.	1.000	.890
Feeling that poor communication exists among staffs in the college	1.000	.942
Working for an adequate salary.	1.000	.848
Having a few teachers in my College who do not carry their share of the load.	1.000	.828
Have you ever participated in a parenting programme	1.000	.882
If a specific programme about balancing work and family life was available, would you consider attending it	1.000	.824
During the last 6 months have you been concerned about any behavioural or emotional problems displayed by your child or children	1.000	.836
If you were to attend a programme aimed at improving work life balance, which would you prefer	1.000	.810

TABLE IV TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.843	13.452	13.452	4.843	13.452	13.452
2	4.063	11.287	24.740	4.063	11.287	24.740
3	3.946	10.962	35.702	3.946	10.962	35.702
4	3.419	9.496	45.198	3.419	9.496	45.198
5	2.772	7.701	52.899	2.772	7.701	52.899
6	2.526	7.016	59.914	2.526	7.016	59.914
7	2.087	5.796	65.711	2.087	5.796	65.711
8	1.743	4.840	70.551	1.743	4.840	70.551
9	1.658	4.605	75.156	1.658	4.605	75.156
10	1.542	4.285	79.440	1.542	4.285	79.440
11	1.290	3.582	83.022	1.290	3.582	83.022
12	1.025	2.848	85.871	1.025	2.848	85.871
13	.956	2.656	88.527			
14	.821	2.279	90.806			
15	.724	2.010	92.817			
16	.557	1.547	94.363			
17	.499	1.387	95.750			
18	.383	1.064	96.815			
19	.290	.804	97.619			
20	.265	.735	98.354			
21	.168	.467	98.821			
22	.165	.459	99.280			
23	.111	.308	99.588			
24	.070	.196	99.784			
25	.058	.160	99.944			
26	.020	.056	100.000			

Table shows the result of total variance explained. The table of total variance explained shows that the eigenvalue of the first twelve principal components have explained up to 85.871% of the total variance of the investigated competences. This on the one hand has exceeded the 80% limit and on the other hand has been the number of factors or elements determined in my initial assumption regarding the number of twelve components. Furthermore, seven components have helped the interpretation of the results as well instead of fifteen or twenty components which have not fostered the interpretational all. Thus in the end twelve competences have been retained in my analysis.

### A. Hypothesis Testing

We first employed ANOVA test in which our H0 and H1 are as follows H0: There is no significance difference between the Age of women academicians and Balancing work and family is stressful. H1: There is significance difference between the Age of women academicians and

Balancing work and family is stressful. Table-V presents the results of ANOVA, It is clear from table that 'F' value (5.848) is significant. Hence, the hypothesis H0 is rejected. It is concluded that there is significance difference between the Age of women academicians and Balancing work and family is stressful. Hence, H1 was supported.

TABLE V ONE – WAY ANOVA

	Sum of Squares	Df	Mean Square	F	P value
Between Groups	20.874	4	5.218	5.848	0.000
Within Groups	263.246	295	.892		
Total	284.120	299			

Table VI presents the results of Friedman test, which indicates that there is a significant as the p value is <0.01. Among the variable of work stress, the mean rank of the variable "Feeling my opinions are not valued by my principal" is high at 6.93.

TABLE VI FRIEDMAN TEST

WORK STRESS	Mean Rank	Chi-square	Asymp. Sig.
Trying to motivate students who do not want to learn.	6.20	152.428	.000
Feeling my salary is not equal to my duties and responsibilities.	4.65		
Having to do college work at home to meet what is expected of me.	4.95		
Feeling my opinions are not valued by my principal.	6.93		
Having insufficient opportunity for rest and preparation	4.87		
Feeling there is a lack of recognition for good teaching in my college.	5.76		
Feeling my job does not provide the financial security I need.	5.66		
Feeling that poor communication exists among staffs in the college	5.40		
Working for an adequate salary.	5.30		
Having a few teachers in my College who do not carry their share of the load.	5.30		

The study examines the relationship between work-life Balance, Imbalance, Depression, Psychological stress on the basis of various factors. Although few studies conducted on Academician teachers especially on females, while western studies conducted in western context doesn't fully represents the problems in Chennai Academician teachers due to difference in socio-economic and cultural differences.

Work life balance of women can bring phenomenal changes in her life and can also heavily impact a society. A balanced work life is of advantage to an women health. Stress levels decline drastically to healthy levels. Women derive more value from their work and from life that leads to greater satisfaction and is also seen as a mode of self-actualization.

Thus, work-life balance can bring a huge transformation at the Educational Institution and individual levels. It helps an Institution to inherently build a strong value system, which is attributed to the work life balance enjoyed at the individual level. Consequently, the Educational Institution does not have to impose a formulated framework of Institution values because they now become intrinsic to it.

Work life balance at the individual level enjoys its success in addressing to societal issues. It helps in healing a society off its problems such as increasing infertility among working people, increasing number of divorces and its adverse affect on children.

## V. CONCLUSION

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. The present study is aim at identifying the work-life balance and perception of the women academician views on their working institution. From this study it is apparent that the women academician is aware about their work-life balance which is evident from the response of the respondents. The majority of the respondents have the positive attitude towards the prevailing work-life balance. The most respondents perceive that the work-life balance is favourable for them. The overall assessment of the work-life balance state that the most of respondents have a positive perception of the various dimensions of their institution. The most the employees perceived the work-life balance has positive influence on the Institutional development.

Evidence suggests that improvements in people management practices, especially work time and work flexibility, and the development of supportive superior, contribute to increased work-life balance of women. Work-life balance programs have been demonstrated to have an impact on women. Finally, self-management is important; people need to control their own behaviour and expectations regarding work-life balance. Then, following the data collection procedure and questionnaire analysis,



the data were subjected to numerous statistical tests. As per research results, the variables used in this study including work life Balance, Imbalance, Depression, Psychological stress on the basis of various factors indicated overall weak or negative levels.

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

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