

The Negative Side of Work Family Interface and Work Life Balance of Women Entrepreneurs in Tiruchirappalli City

Author

Dr.K.Suregka Felix

Assistant Professor

Department of Business Administration

Holy Cross College, Tiruchirappalli

(Affiliated to Bharathidasan University, Tiruchirappalli, Tamil Nadu)

Abstract

In this research paper, an attempt has been made to find the work life and personal life conflict and enhancers for work life balance amongst women entrepreneurs through an empirical research of 337 women entrepreneurs in Tiruchirappalli city. The foremost encounters in work life were found to be extended/odd working hours, travel time between home and workplace and participation in additional jobs and assignments. In personal life, the key strains were guilty of not being able to take care of self and elders at home.

Key words: Work Family Interface, Work Life Balance, Women Entrepreneurs

Background of the Study

Women of the early centuries were mostly confined to their kitchens and those who were employed worked in factories, farms or shop works. Very few women had the access to higher education. The fast developing knowledge economy has given place for more number of women to be enlightened by higher education. Education has not only empowered them but also has given them robust careers. But this has indeed become a tough challenge for women as they have to perform a lot of duties in home and office as well. As working women get married, they have additional responsibilities and when they become mothers, they have to manage the primary care of children and extended family and are thus, under greater pressure to continue on a career path. Working mothers of today fulfill family responsibilities and also try to remain fully involved in their careers coping up with the competing demands of their multiple roles. The caring responsibilities that working mothers have lays a heavy stress on them when it is combined with their professional duties. The attempt of working women to integrate, organize and balance the various problems and activities in their different roles simultaneously puts them under tremendous pressure. As a result, the family becomes an organizational stakeholder and

this powerful social trend marked the beginning of the work/life balance paradigm shift. (Mitnick, 2007).

Work life balance as one aspect of subjective career success has not only become a focal point of interest and debate in academia but also in policy debate (OECD,2004). While Marks & Mac Demid, 1996 among other authors highlight that work-life balance is concerned with positive role balance and experiences thereof, Pocock(2005) adds individual control over the situation the definition of work-life balance: “about people having a measure of control over when, where and how they work”(p.201). The importance of individual control or aspects of autonomy are also confirmed by Parasuraman, Purohit, Godshalk & Beutell (1996). In essence, work-life balance is concerned with positive experiences in the work and the private sphere because personal resources, commitment, time, and energy are successfully reconciled. On the contrary, a negative balance is considered as a work-life-conflict or a work-family conflict. In the following we use both terms equivalent (for a detailed discussion regarding denominations and measures of work-life issues Carlson & Grzywacz, 2008). Woman entrepreneur is one who starts business and manages it independently and tactfully takes all the risks, accepts challenging roles to meet her personal needs and become economically independent. A strong desire to do something positive is an inbuilt quality of an entrepreneurial woman, who is capable of contributing values in both family and social life and is one who faces the challenges boldly with an iron will to succeed.

Causes of Work-Life Imbalance

Work-life balance disturbance occur as a result of a conflict situation between job/work demands and personal life duties. In the case of women entrepreneurs, Work demands may refer to: Time requirements, Requirements related to an imposed schedule, Demands resulting from meeting company's needs, Responsibilities to employees, Emotional requirements. Personal life demands refer to: Parental demands, Demands that appear in relation with female entrepreneur marital status, Household responsibilities, Caretaking of the elderly or other dependents Free time demands refers to: Requirements concerning carrying out complementary activities to work, Emotional requirements in personal life.

Work- Family Interface (WIF)

Research on work family interface has developed considerably due to the increasing dual earning partners. Voydanoff (2002) defines the work-family interface as a mesosystem consisting of linkages and processes between work and family, which are viewed as micro systems consisting of networks of face-to-face relationships.

The Negative side of the Work - Family Interface

Work Family Conflict (WFC) and Family Work Conflict (FWC): Work Family Conflict sometimes referred to as work-family interference, remain one of the most studied concepts in the work-family literature. WFC occurs when role pressures from work and family are mutually incompatible such that participation in one role is made more difficult by virtue of participation in the other role (Greenhaus & Beutell, 1985). A form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role (Greenhaus & Beutell, 1985). Work interference with family (WIF) and Family interference with work (FIW) are both possible (Mesmer-Magnus, J.R., 2005). WIF reside primarily in the work domain, whereas the predictors of FIW reside in the family domain.

Research studies have identified several variables that influence the level of WFC and FWC. Variables such as the size of family, the age of children, the number of hour works outside the home, the level of control one has over one's work hours, flexible or inflexible work hours and the level of social support impact the experience of WFC and FWC. However, these variables have been conceptualized as antecedents of WFC and FWC; it is also important to consider the consequences these variables have on Psychological distress and well-being of the working women.

Researchers also have begun to consider the different *forms* of work-family conflict (Netemeyer, Boles & McMurrin, 1996; Stephens & Sommer, 1993). Consistent with Greenhaus and Beutell's (1985) definition, three forms of work-family conflict have been identified in the literature: (a) *time-based* conflict, (b) *strain-based* conflict, and (c) *behavior-based* conflict. Time-based conflict may occur when time devoted to one role makes it difficult to participate in another role, strain-based conflict suggests that strain experienced in one role intrudes into and interferes with participation in another role, and behavior-based conflict occurs

when specific behaviors required in one role are incompatible with behavioral expectation in another role (Greenhaus & Beutell, 1985). In 1991, Gutek et al. argued that each of these three forms of work–family conflict has two *directions*: (a) conflict due to work interfering with family (WIF) and (b) conflict due to family interfering with work (FIW). When these three forms and two directions are combined six dimensions of work–family conflict result: (1) time-based WIF, (2) time-based FIW, (3) strain-based WIF, (4) strain-based FIW, (5) behavior-based WIF and (6) behavior-based FIW.

Review of Literature:**Work Family Conflict (WFC)**

Kim & Ling (2001) studied on Work-family conflict (WFC) of women entrepreneurs in Singapore among 102 married women entrepreneurs in Singapore to find out the sources and various conflict prevailing among those entrepreneurs. The factors such as work hours, work schedule inflexibility, work stressors, number of children and their ages and support from family members were studied. The research revealed the positive impact of Work life towards work hours, work schedule flexibility, work stressors and inflexibility in work schedule. Negative impact exists in Work life conflict in case of spouse emotional and attitude support.

Pallavi Ramdurg and Kamshetty (2015) in their study “Work life Balance: A Challenge faced by women Entrepreneurs of Vijayapuracity, Karnataka” concluded that when one has determination to succeed then all hurdles look small. The researcher also highlighted how a woman did all her household work, took care of children, managed work life balance and is moving on towards achieving bigger success. Most of the respondents said they would like to expand their business to new places if had more flexibility to balance work and personal life. Despite the odd conditions faced by few respondents they are highly self-motivated women who want to achieve great heights. Overall conclusion is that knowing when to prioritize work and when to prioritize life creates a balanced and stress free life.

Family Work Conflict (FWC)

Dan Dumitru Ionescu and Alina Mariuca Ionescu (2015) presented a paper on Predictors of work-life balance for women entrepreneurs in the North-East Region of Romania. The paper aims to investigate the predictors of work-life balance of women entrepreneurs in the North-East Region of Romania. It emphasizes features of interaction between professional and personal life

in case of women and reviews main disturbance or enhancing factors that impact work-life balance of women entrepreneurs. A sample of 50 female entrepreneurs from the North-East Region of Romania was surveyed in order to assess their work-life balance and the factors that correlate with it. The study uses correlation and correspondence analysis to test the existence of a relationship between various factors in the fields of work and personal life, as well as factors of social and psychological nature and the way in which women entrepreneurs perceive their work-life balance. The outcomes of the study identify the degree to which the working hours of women entrepreneurs match family and social commitments and the frequency with which it happens that women entrepreneurs feel tension in the household regarding the time dedicated to work-related activities as good predictors of work-life balance in case of women entrepreneurs in the North-East Region of Romania.

Aaron Makafui Ametorwo (2016) conducted a study on Managing Work Family Conflict among Female Entrepreneurs in Ghana for Development. This study sought to find out the key coping strategies adopted by female entrepreneurs in the face of constant demands from the family and work domains. It further sought to find out the type of work family conflict experienced by female entrepreneurs. The implications for national development are further discussed. Data collection involved the administering of questionnaires to some female entrepreneurs (n=32) whose businesses are in the Greater Accra Region of Ghana. The questionnaires had close-ended and open-ended questions and statements. Findings indicate that no significant difference exists in the experience of work-to-family conflict and family-to-work conflict among female entrepreneurs. Requiring from them the coping strategies they use in managing the arising role conflicts, respondents noted that they set targets and deadlines; follow a time schedule; work within individual capacity; and employ support from family and house helps. These strategies have resulted in: working harder and remaining focused; using time effectively and efficiently; ensuring continuity of business; increase in sales; and decrease in workload. Respondents noted that in line with national development, the balance of work and family roles allow for maximum concentration on work, which also increases productivity and sales, thereby improving Ghana's GDP. Additionally, once the business thrives, it can expand and employ more people to work for economic gains. Insightfully, having quality time for the family as a result of the balance helps to raise responsible children who then become responsible citizens for the good of the country.

Work-life balance (WLB)

Center for Women's Business Research (2007) revealed that the problem of work-life balance challenges for women entrepreneurs will continue to increase as the number of women-owned businesses continues to grow at twice the rate of other U.S. firms. In both emerging markets and developed countries, enterprising women encounter gender specific obstacles that cannot be easily overcome without the intervention of the public and private sectors. Their focused efforts will go a long way toward helping women revitalize our global economy.

Rincy Mathew and Panchanatham (2011) in their study "An Exploratory study on the Work life balance of women entrepreneurs in south India" pinpointed that the over work load, care issues in case of dependent, health, time management problem and the lack of support from the society are the factors which were influencing the Work life balance of the women entrepreneurs in India. The major objective of the present study was to develop and validate an appropriate tool to illustrate the work-life balance (WLB) issues faced by women entrepreneurs of South India. This study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women entrepreneurs in India. Furthermore, even though the vast majority of the entrepreneurs examined in this study suffers from WLB issues, there are significant differences in the level of WLB issues faced by the various categories of women entrepreneurs. The present study provides recommendations for human resource professionals, management consultants, academicians and women entrepreneurs themselves to deal with the major WLB issues faced by Indian women entrepreneurs.

Statement of the Problem

Women entrepreneurship has been recognized as an important catalyst for economic growth. From a professional standpoint, while they contribute to employment generation, they are also able to render unique business solutions that help in the evolution of society. Women are becoming entrepreneurs at a faster rate and it is estimated that they comprise 10% of the total entrepreneurs in India. At this point the women entrepreneurs need to balance their work and life where both the spheres seek 24/7 attention. Here the problem of imbalance arises which leads to stress, dissatisfaction in work and family domains and reduction in productivity. So it is vital to know the experience and issues faced by women entrepreneurs in achieving the work life

balance. This study aims to explore the work-life balance among the women entrepreneurs of Trichy to substantiate the existing literature to emphasize developing work life balance among women entrepreneurs.

Significance of the Study

Studies have revealed that the majority of women are working 40-45hrs/week out of which almost 53% of them struggle to achieve work-life balance. Work life balance is extremely low in India's biggest cities—Chennai, Kolkata, Mumbai and New Delhi according to Arcadis' Sustainable Cities Report. In the study of 100 cities around the world, Chennai ranked 76. Indians worked around 2195 hours on an average every year, far above the 1473 hours a year in Hamburg, the city that ranked among the top three for work life balance. This report supports the study that was conducted in 2015 by Ernst & Young (EY), survey of work life balance in eight countries, including India. Over 34% of the Indians responded that managing work, family and personal responsibilities had become harder in the past years. Presently, even though the topic of WLB issues among female entrepreneurs commands urgent attention, studies pertaining to the WLB of entrepreneurial women in India are extremely scarce (Mathew & Panchanatham, 2009a). In this context, the current work is a step towards analysing the WLB issues confronted by the Women Entrepreneurs of Trichy District.

Objectives of the Study

1. To study the socio demographic profile of the women entrepreneurs of Tiruchirappalli District.
2. To study the work family conflict of women entrepreneurs in their work life balance.
3. To study the family work conflict of the women entrepreneurs in their work life balance.

Data Sources

Data were collected from both primary and secondary sources. Secondary data were collected from different sources, such as, research articles in journals, previous studies, books, government publications, and authentic websites. From the secondary data the researcher was able to envisage what was explored formerly and able to obtain an overview on the subject. Primary data were collected from the selected sample respondents by administering a well-

structured and close-end questionnaire.

Study Population and Sampling Method

The population of the study consist of 2717 women entrepreneurs who have registered themselves with Self-help groups. There are totally fourteen business activities that were undertaken by the women entrepreneurs and all were included for study. Women entrepreneurs who have not registered under Self-help groups were excluded for the study. The calculated required sample size n was 337 and 337 was taken for the study.

Data Collection Instrument:

Work Family Conflict (WFC) was measured with a 9-item construct and Family Work Conflict(FWC) was measured with a 9-item construct; Work Life Balance was measured with a 4-item construct. All these 12 WLB factors were measured using 5-point Likert scales ranging from 1 = Strongly disagree to 5 = Strongly agree.

Profile of the Respondents

The socio economic background of the respondents like age, qualification, designation, marital status, type of family, hours of work and years of experience is analyzed.

Table No – 1: Distribution of the respondents based on their nature of business

Particulars	No.of respondents	Percentage
Areca nut products	14	4.2
Beauty Parlour	32	9.5
Candle and Sambrani products	17	5.0
Catering services	17	5.0
Computer and allied services	27	8.0
Engineering works	13	3.9
Food products production	44	13.1
Garments manufacturing	31	9.2
Handicrafts	29	8.6
Jewel Making	34	10.1
Jute Products	29	8.6
Paper cup and other paper related products	13	3.9
Printing	18	5.3
Sanitary Napkin	19	5.6
Total	337	100.0

Source: Primary Data

The above table shows that majority (13.1 per cent) of the respondents were engaged in

production of food products business, 10.1 per cent were engaged in jewel making, 9.5 per cent were in beauty parlour, 9.2 per cent were in garments manufacturing, 8.6 per cent each were in handicrafts and jute products, 8 per cent were engaged in computer and allied services, 5.6 per cent were in sanitary napkins making, 5.3 per cent were in printing, 5 per cent each were in candle and sambrani products and catering services, 4.2 per cent were in arecanut products, and remaining 3.9 per cent each were engaged in engineering works and paper cup and other paper related products.

Table No– 2: Personal profile of the respondents

Particulars	No.of respondents	Percentage
Age		
21 to 30yrs	78	23.1
31 to 40yrs	118	35.0
41 to 50yrs	102	30.3
51yrs & above	39	11.6
<i>Min.: 21 / Max.: 58 / Mean: 38.80 / Median: 39.00 / S.D: 8.243</i>		
Marital Status		
Unmarried	53	15.7
Married	251	74.5
Single	33	9.8
Educational Qualification		
SSLC	123	36.5
HSC	116	34.4
Graduate	79	23.4
Others	19	5.6
Type of family		
Nuclear	234	69.4
Joint	103	30.6
Total	337	100.0

Source: Primary Data

The above table shows that more than one third (35 per cent) of the respondents were between 31 to 40yrs of age group, 30.3 per cent were in the age group of 41 to 50yrs, 23.1 per cent were 21 to 30yrs and remaining 11.6 per cent were 51yrs & above. Vast majority (74.5 per cent) of the respondents were married, 15.7 per cent were unmarried and remaining 9.8 per cent were in single which includes the status like divorce, widow and separated. One third (36.5 per cent) of the respondents had studied SSLC, 34.4 per cent studied HSC, 23.4 per cent were Graduates and remaining 5.6 per cent of the respondents had studied others like Diploma, ITI and etc. Majority (69.4 per cent) of the respondents were living in nuclear family and remaining 30.6 per cent were in joint family.

Hypothesis - 1: There is a significant association between Work Family Conflict (WFC) and their Work Life Balance

Table No. – 3: Association between Work Family Conflict (WFC) and their Work life balance

Various dimensions of Work Family Conflict (WFC)	Work Life Balance						Statistical inference
	Low		High		Total		
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	
Time-based WFC							
<i>Low</i>	85	60.7%	56	28.4%	141	41.8%	X ² =35.061 Df=1 .000<0.05 Significant
<i>High</i>	55	39.3%	141	71.6%	196	58.2%	
Strain-based WFC							
<i>Low</i>	105	75.0%	80	40.6%	185	54.9%	X ² =39.093 Df=1 .000<0.05 Significant
<i>High</i>	35	25.0%	117	59.4%	152	45.1%	
Behavior-based WFC							
<i>Low</i>	89	63.6%	72	36.5%	161	47.8%	X ² =23.953 Df=1 .000<0.05 Significant
<i>High</i>	51	36.4%	125	63.5%	176	52.2%	
Work Family Conflict (WFC)							
<i>Low</i>	102	72.9%	66	33.5%	168	49.9%	X ² =50.701 Df=1 .000<0.05 Significant
<i>High</i>	38	27.1%	131	66.5%	169	50.1%	
Total	140	100.0%	197	100.0%	337	100.0%	

Result: Chi-square test table reveals that there is a significant association between Work Family Conflict (WFC) and their overall work life balance. The calculated value is less than table value (.000<0.05) and it reveals that there is a significant association between work family conflict (WFC) and overall work life balance of women entrepreneurs.

Hypothesis - 2: There is significant association between Family Work Conflict (FWC) and their work life balance.

Table No – 4: Association between Family Work Conflict (FWC) and their Work life balance

Various dimensions of Family Work Conflict (FWC)	Work Life Balance						Statistical inference
	Low		High		Total		
	<i>n</i>	%	<i>N</i>	%	<i>n</i>	%	
Time-based FWC							
<i>Low</i>	100	71.4%	46	23.4%	146	43.3%	X ² =77.044 Df=1 .000<0.05 Significant
<i>High</i>	40	28.6%	151	76.6%	191	56.7%	
Strain-based FWC							
<i>Low</i>	100	71.4%	79	40.1%	179	53.1%	X ² =32.252 Df=1 .000<0.05 Significant
<i>High</i>	40	28.6%	118	59.9%	158	46.9%	
Behavior-based FWC							
<i>Low</i>	73	52.1%	90	45.7%	163	48.4%	X ² =11.367 Df=1 .042<0.05 Significant
<i>High</i>	67	47.9%	107	54.3%	174	51.6%	
Family Work Conflict (FWC)							
<i>Low</i>	80	57.1%	71	36.0%	151	44.8%	X ² =14.736 Df=1 .000<0.05 Significant
<i>High</i>	60	42.9%	126	64.0%	186	55.2%	
Total	140	100.0%	197	100.0%	337	100.0%	

Result: Chi-square test reveals that there is significant association between Family Work Conflict

(FWC) and their overall work life balance. The calculated value is less than table value ($.000 < 0.05$).

Women entrepreneurs feel that there is interference of family in their work which deprives them to move advance in their career also they feel stressed due to their family responsibilities even at work. The test reveals that 64 % of the women entrepreneurs have confronted high level of family work conflict.

Findings and Discussion:

- The study reveals that most of the respondents 13.1 percent were engaged in the production of food related products, as women they feels that being engaged in the food production is very convenient and relevant for their lifestyle. More than one third (35 per cent) of the respondents were between 31 to 40yrs of age group, Vast majority (74.5 per cent) of the respondents were married, One third (36.5 per cent) of the respondents had studied SSLC
- Chi-square test table no.3 reveals that there is a significant association between Work Family Conflict (WFC) and their overall work life balance. The calculated value is less than table value ($.000 < 0.05$). Individuals perceive stress which is the main reason of work family conflict. Greenhaus and Beutell 1985 has defined work family conflict as “a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”, work family conflict is a pressure which occurs simultaneously from both the role such as family and work and which creates incompatible due to some reasons. “Because of this incompatibility, participation in one role is made more difficult by virtue of participation in the other role”. Allen et.al.,2000, have said that lower levels of work family conflict lead to higher organizational commitment and job satisfaction.
- Chi-square test table no.4 reveals that there is significant association between Family Work Conflict (FWC) and their overall work life balance. The calculated value is less than table value ($.000 < 0.05$). Women entrepreneurs feel that there is interference of family in their work which deprives them to move advance in their career also they feel stressed due to their family responsibilities even at work. The test reveals that 64 % of the women entrepreneurs have confronted high level of family work conflict.

Suggestions:

Work life balance is a comprehensive theory comprising appropriate prioritizing between work life which includes career, challenges, pressure, achievement and ambition on one hand and personal life which includes pleasure, leisure, family and spiritual development on the other hand. Unmarried entrepreneurs seem to balance work and life in a better way. It reveals that unmarried entrepreneurs generally experience less work-family conflict. To help the married entrepreneurs, better women entrepreneur assistance programs (EAP) can be formulated, keeping in mind specific challenges that are faced by married entrepreneurs.

References:

- Aaron Makafui Ametorwo, (2016). Managing Work Family Conflict among Female Entrepreneurs in Ghana for Development, *International Journal of Economics, Business and Management Studies*, Pacharapa Naka, 3(1), 21-35.
- Allen TD, Herst DE, Bruck CS & Sutton M (2000). Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of Occupational Health Psychology*. 5(2), 278-308.
- Carlson, D. S., & Grzywacz, J. G. (2008). Reflections and future directions on measurement in work-family research. In K. Korabik, D. S. Lero & D. L. Whitehead (Eds.), *Handbook of work-family integration: research, theory, and best practices* (pp. 57-73). Boston: Academic Press.
- Center for Women's Business Research, (2007). *Global Entrepreneurship Monitor 2016/2017 Report on Women's Entrepreneurship*.
- Dan Dumitru Ionescu and Alina Mariuca Ionescu (2015). Predictors of work-life balance for women entrepreneurs in the North-East Region of Romania. *Review of Applied Socio- Economic Research*. Volume 9 (1), 37-46.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10 (1), 76-88.
- Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology*, 76(4), 560-568.
- Kim, J.L.S., & Ling, C.S. (2001). Work-family conflict of women entrepreneurs in Singapore. *Women in Management Review*, 16(5), 204–21.

- Marks, S. R., & MacDermid, S. M. (1996). Multiple roles and the self: A theory of role balance. *Journal of Marriage and the Family*, 58(2), 417-432.
- Mathew, R. V., & Panchanatham, N. (2009a). Work life balance issues among the women entrepreneurs in South India. In K. J. Cherian, & S. P. A. Mathew (Eds.), *Emerging entrepreneurial strategies for self development and skill development* (pp. 46–57). Kottayam, India: Kuriakose Gregorios College (KGC).
- Mesmer-Magnus, J.R., & Viswesvaran, C. (2005). Convergence between measures of work-to-family and family-to-work conflict: A meta-analytic examination. *Journal of Vocation Behavior*, 67, 215-232.
- Mitnick, D. H. (2007). *The Impact of Working Women on Work/Life Balance Perspectives*. Master of Science in Organizational Dynamics Theses 4.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*, 81(4), 400–410.
- OECD (2004) Organization for Economic Co-operation and Development. *Babies and Bosses — Reconciling Work and Family Life*. Volume 4: Canada, Finland, Sweden, UK. Paris.
- Pallavi Ramdurg and Kamshetty (2015). Work life Balance A Challenge faced by women Entrepreneurs of Vijayapuracity, Karnataka, *Sai Om Journal of Commerce & Management*. A Peer Reviewed International Journal. 2 (12), 50-59.
- Parasuraman, S., Purohit, Y. S., Godshalk, V. M., & Beutell, N. J. (1996). Work and family variables, entrepreneurial career success, and psychological well-being. *Journal of Vocational Behavior*, 48 (3), 275-300.
- Pocock, B. (2005). Work-life ‘balance’ in Australia: limited progress, dim prospects’. *Asia Pacific Journal of Human Resources*, 43 (2), 198-209.
- Rincy V. Mathew and N. Panchanatham (2011). An Exploratory Study on the Work-Life Balance of Women Entrepreneurs in South India. *Asian Academy of Management Journal*, 16(2), 77–105.
- Voydanoff, P. (2002). Linkages Between the Work-family Interface and Work, Family, and Individual Outcomes: An Integrative Model. *Journal of Family Issues*. 23 (1), 138 – 164.