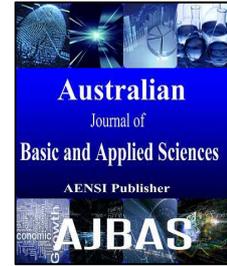




AUSTRALIAN JOURNAL OF BASIC AND APPLIED SCIENCES

ISSN:1991-8178 EISSN: 2309-8414
Journal home page: www.ajbasweb.com



Work Life Balance and Transformational Leadership of Modern Workforce in Malaysian Banking: A Work in Progress

¹Azzarina Zakaria, ²Muhamad Khalil Omar, ²Badrul Azmier Mohamad

¹Universiti Teknologi MARA, Faculty of Business and Management, 40450. Shah Alam. Malaysia.

²Universiti Teknologi MARA, Centre for Management and Administration Studies, Faculty of Business and Management, 42300. Puncak Alam. Malaysia.

Address For Correspondence:

Azzarina Zakaria, Universiti Teknologi MARA, Faculty of Business and Management Studies, 40450. Shah Alam. Malaysia.
+60132041977; E-mail: azzarina@salam.uitm.edu.my

ARTICLE INFO

Article history:

Received 3 March 2016

Accepted 2 May 2016

published 26 May 2016

Keywords:

Work Life Balance, Transformational Leadership, Modern Workforce, Malaysian Banking

ABSTRACT

Background: This work in progress paper hopes to examine work-life balance within the experiences of the new workforce generation, i.e. Gen Xers and Millennials, as a study addressing these issues is lacking, particularly in the context of the domestic banking industry in Malaysia. **Objective:** This study will investigate the potentiality of transformational leadership as a mechanism to promote an effective work-life balance, for which the appropriate framework has been proposed. **Results:** The merit of examining work-life balance is rooted in two factors: (1) the aging workforce (Baby Boomers will be retiring in the near future) and (2) the expectation of employment flexibility from the new workforce. Work-life balance, however, is subject to a number of factors; in particular, the importance of transformational leadership has been frequently emphasized. **Conclusion:** The findings will hopefully provide a better understanding of the expectations of Malaysian Gen Xers and Millennials about the employment relationship, specifically work-life balance.

INTRODUCTION

Increasing number of working mothers, students, dual-career couples, single parents, and older workers in the employment pool demanded greater flexible working arrangements, thus making work-life balance a vital tool in today's employment relationships (Greenhaus & Powell, 2006). In addition, more employees are bringing their work to home, hence blurring the borders between work and non-work life (Hill, Miller, Weiner & Coleman, 1998). Technological advancement had also assisted or deterred work-life balance by making work more available at all times, day and night, and in terms of facilitating a more flexible method as to when and where to work (Dash, Anand, & Gangadharan, 2012). All in all, work-life balance has at all times been an apprehension of those concerned in the working life quality and its relation to a broader quality of life (Guest, 2004). Nevertheless, the studies of work-life balance were insufficient in terms of valid and consistent measurements that actually assessed both work-and non-work interfaces which are important to current research (Chang, McDonald, & Burton, 2010).

Given the complexities of the modern workforce, i.e. Gen Xers and Millennials (Dessler, 2015), it is perhaps worth reiterating the benefits of work-life balance, and, therefore, the rationale for studying it further. With different values and expectations embraced by the two younger generations and the retirement of Baby Boomers in the near future, it is pertinent for organizations to start looking at ways to understand the needs of the modern workforce. A paradigm shift in the current employment arrangement is required to satisfy the Gen Xers' and Millennials' desire for work-life balance (Malaysian Business, 2013; McShane & Van Glinow,

Open Access Journal

Published BY AENSI Publication

© 2016 AENSI Publisher All rights reserved

This work is licensed under the Creative Commons Attribution International License (CC BY).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

To Cite This Article: Azzarina Zakaria, Muhamad Khalil Omar, Badrul Azmier Mohamad., Work Life Balance and Transformational Leadership of Modern Workforce in Malaysian Banking: A Work in Progress. *Aust. J. Basic & Appl. Sci.*, 10(11): 315-321, 2016

2010). These include greater a demand for more flexible working hours, more benefits and virtual work (Dessler, 2015).

Despite the fact that researchers have regarded incompatible leadership behaviour as the greatest obstacle to achieving a supportive work–life balance (Drew & Murtagh, 2005; Judge & Colquitt, 2004; Thompson & Prottas, 2005), little has been done to draw attention to this area. This study endeavours to rectify this oversight to disentangle the concepts of work–life balance and leadership behaviour, specifically transformational leadership. This form of leadership will be emphasized because it could improve work–life balance in the workplace (Bass, 1990; Munir, Nielson, Garde, Albertson, & Carnairo, 2012). Although some studies have accommodated this concern within the context of healthcare, education and tourism (e.g. Munir *et al.*, 2012; Wang & Walumbwa, 2007), very little knowledge exists with respect to the banking industry (domestic banks, in particular) nor has there been an investigation into Gen Xers and Millennials in this field. This study, therefore, will enrich the existing literature by positioning work–life balance and transformational leadership within the context of the banking industry, domestic banks in particular.

Literature Review:

Work life balance and the modern workforce:

Work life balance is undoubtedly something that has been commonly heard and found throughout various mediums of publications. The phrase ‘work-life balance’ consists of two conjoining requisites; ‘work-life’ and ‘balance’. The first term of ‘work-life’ encompasses a broad assortment of diverse constructs that include the nexus between paid work and other non-work activities which can be referred to as ‘life’ (Chang *et al.*, 2010). This ‘work-life’ is a broader concept that extends the past studies of ‘work-family’ with the inclusion of all other life’s interests or activities other than family such as leisure, study, recreation, travel, social, community and hobbies. Hence, it reflects the desires of employees with and without families, spouses, children, parents, or other home’s needs (Omar & Zakaria, 2015). The second term of ‘balance’ is defined as harmony or equilibrium between two domains, e.g. work and non-work (Comer & Stites-Doe, 2006). This ‘balance’ was also commonly referred to as the opposite continuum of ‘conflict’, although there were scarce studies to prove this contention (Valcour, 2007).

Taken together, work-life balance is a state of equilibrium in which the demands of both a person’s job and personal life are equal. Frame and Hartog (2003) defined work–life balance as “...achieving satisfying experiences in all life domains,” and as they pointed out, “to do so requires personal resources such as energy, time, and commitment be well distributed across domains” (p. 81). In other words, work-life balance involves having satisfactory feelings for all experiences: combining paid work with all other non-work responsibilities or aspirations such as family, friends, hobbies, art, travelling, studies, community, personal, and leisure pursuits (Moore, 2007).

The concept of work-life balance is also a lot broader in the sense that it is applicable to all employees, irrespective of marital or parental status so that they can experience an effective juggling act between their career and private lives (Dash *et al.*, 2012). Virick, Lilly, and Casper (2007) suggested that work-life balance is achieved when employees exhibit a comparable deal of time and commitment to work and non-work domains and have the ability to fulfil both responsibilities. On the other hand, Moore (2007) in a two-year-long ethnographic study of an Anglo-German automobile factory explained that defining the “balance” in work-life is subjective and unique to each individual as individuals are themselves unique.

Attesting to the importance of work–life balance research is the increasing prevalence of the phenomenon. Employees are working a greater number of hours than ever before, and they are an increasing number of workforces who are in some form of alternative work arrangements, such as flexitime, part-time, rotating shift, compressed work week, or telecommuting (Nelson, & Tarpey, 2010). Hence, it is both practically and theoretically important to delineate factors that determine the influencing factors and the true effects of particular work-life balance initiatives. Roberts (2007) who conducted a study in the United Kingdom described that work-life balance is becoming important to both men and women irrespective of working standards or non-standard employment (since the publication of Juliet Schor’s book of *The Overworked American* in 1991).

Eikhof, Warhurst, and Haunschild (2007) also conducted their review about the United Kingdom, and found that most of work-life debate and its issues were still mostly perceived as women’s responsibilities as caretakers, and most studies concentrated toward the effects of family-friendly policies. They also suggested that re-conceptualisation is necessary in analysing the balance of the relationship between work and life.

In addition, Dash *et al.* (2012) found no significance in the differences of work-life balance among demographic groups of gender, age, marital, management level, and varying number of dependents. Hence, Dash *et al.* confirmed that work-life balance as a gender, age, marital, and job is a neutral construct, although many perceive that, women, adults, married and those having more family and job responsibilities as persons require more work-life balance.

The emergence of a demographic shift in the current workforce has reignited the desire to disentangle the concept of work–life balance (Dessler, 2015; Schermerhorn, Osborn, Uhl-Bein, & Hunt, 2012). The modern workforce is greatly influenced by the ages of the working populations (Dessler, 2015). The Baby Boomers (born from 1946–1964) who occupy the highest proportion of today’s workforce will soon be retired and leave the current labour force with the Gen Xers (born from 1965–1980) and the new entrants, i.e. Millennials (born from 1981–2000). In contrast to Baby Boomers who value dedication, hard work, long hours and commitment that contribute to productivity, Gen Xers are more concerned about the hours they work than what they produce, whilst Millennials value flexibility, equality, fun and customized careers that allow them the choice to work at their own pace (Dessler, 2015; Malaysian Business, 2013; Schermerhorn *et al.*, 2012). It is apparent that the two younger generations embrace flexibility within the employment relationship and thus the desire for work–life balance. With respect to these shifts, it is thus imperative to address the manifestation of the work–life balance roles in this modern workforce and how these may present significant inputs to organizations to accommodate the lifestyle of the modern workforce.

The study of work-life balance has actually evolved recently post the year 2000s and was an extension from the study of work-family balance. Whereas the study of work-family balance was a study about positive interactions between work and family domains mostly conducted in year 1990s, and was originated from the study of work-family conflict. The work-family conflict was the earliest studied concept in 1980s, considering the negative interactions between work and family interface due to increasing participation of more women in labour market since the 1970s (Moore, 2007). The founding fathers of work-family conflict studies (i.e. Greenhaus and Beutell, 1985) have intensified the psychological study among working individuals and discovered significant relationships between work-family conflict and employees’ work attitudes and well being.

In a snapshot, since most of early studies combining work and family domains were concentrated in terms of conflict or interferences interactions, researchers in late 1990s began to explore the positive interactions of both domains, this was also known as work-family balance. However, since the study of work-life balance was considering work and family dimensions only, researchers, from the middle of the 2000s began to extend work-family balance to the concept of work-life balance that encompassed other non-work or life’s interests apart from family only, especially for employees who were single and have no children to take care for.

Chang *et al.* (2010) in their meta-analytic review of 245 empirical work-family/life balance studies (i.e. 77 per cent quantitative) published between 1987 and 2006, had suggested that the study of work-life balance was still under-developed. The majority of past studies conceptualised their research under the work-family term instead of the broader term of work-life though referring their research as work-life (i.e. only 9 per cent of quantitative studies and 26 per cent of qualitative studies examined work-life). Chang *et al.* (2010) also found that work-family on the contrary to work-life interactions remained robust despite the use of work-life in the publications’ title or key words. They suggested that work-family and work-life were two different foci and should be regarded as separate research fields as they entailed dissimilar weight accentuations and appraisals.

Chang *et al.* (2010) also discovered that Hill, Ferris and Martinson (2003) is the first quantitative study that explored work-life domains. However, Hill *et al.* (2003) whom studied the effects of telework on personal/family life did not introduce solid measurement about work-life interactions in their study. Chang *et al.* (2010) affirmed that work-life balance studies shall be difficult in terms of operationalisation, since most of its original work-family balance studies were also inconsistently operationalised as low conflict or having positive interactions or spillover between work and family such as work-family enrichment, facilitation, enhancement or fit.

Interestingly, from the total 245 empirical studies under review, Chang *et al.* (2010) established that only 31 quantitative studies which examined balance related to constructs (i.e. positive interactions between work and family domains) instead of conflict-related counterparts, perhaps due to the lack of conclusive theoretical frameworks and validated instruments. Hence, Chang *et al.*’s (2010) meta-analysis study has stressed a need for a better conceptualisation of constructs and operationalisation of measures as well as a need for more positive interactions between work and non-work domains, inclusive of interest other than family only. Chang *et al.* (2010) also highlighted that past studies of work and non-work lives were scarce in understanding its relationship among lower levels and casual or non-standard employees that mostly enjoy less control over the balance of their work and life due to the lack in control over working hours and fewer employment rights, benefits and future prospects, hence often finding it harder to attain balance than those in more advantaged jobs.

Therefore, this study is aimed to examine the positive interactions between work and all of the employees’ non-work domains other than family only, and to propose better conceptualisation and measurement of underdeveloped studies of work-life balance, as well as operationalising it as satisfaction with work-life balance (Omar & Zakaria, 2015); hence providing empirical evidence as an outcome of transformational leadership.

Work life balance, the modern workforce and Malaysian banking:

With increased deregulation and further liberalisation spurred by greater consumer activism have drastically influenced the Malaysian banking landscape. The domestic banking institutions are forced to consider alternative differentiated strategies to leapfrog the vibrant foreign banking institutions. Employees are required to adapt to these alternative strategies where incidences of longer working hours, rigid model of working arrangement and tons of deadlines will be in placed which may suppressing the expectations of the Gen Xer and Millennials who value their personal needs than those of the organisations. The facts that Baby Boomers are approaching retirement and the forces of change shaping the Malaysian banking landscape into new paradigm have created palpable tensions to the domestic banking institutions to design employment arrangement that incorporate flexibility, subsequently reaching out the business strategies.

Transformational leadership and work life balance:

Leadership behaviour has been suggested as one of the most significant factors for fostering the concept of work–life balance within organizations (Drew & Murtagh, 2005; Thompson & Prottas, 2005). Supportive leadership behaviour would help to translate into the realization of work–life balance (Malaysian Business, 2013). Glubczynki (2003) explains the importance of the roles of leadership behaviour as follows:

Forward thinking managers understand the intersecting benefits of work life balance, and they ‘walk the talk’ by doing what they can to help achieve such a balance for themselves and their direct reports (p. 12).

‘Forward thinking’ and ‘walk the talk’ illustrate one specific leadership behaviour, i.e. transformational leadership. Transformational leadership refers to the process whereby an individual engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower (Bass, 1990). It is comprised of four unique but interrelated behavioural dimensions: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 1990; Northouse, 2012). Idealized influence relates to the process in which the leader instils pride, faith and respect; in inspirational motivation, the leader motivates and inspires followers; intellectual stimulation concerns the process in which the leader encourages followers to think in new ways and use reasoning before taking action and individualized consideration is a process in which the leader treats each follower as an individual (Bass, 1990; Northouse, 2012). It is notable that the terms ‘forward thinking’ and ‘walk the talk’ highlighted in the quote are consistent with the two dimensions of intellectual stimulation (forward thinking) and idealized influence (walk the talk) (Bass, 1990).

Moreover, transformational leaders should pay special attention to their followers’ individual needs and personify the organization as caring by emphasizing individual well-being and valuing individual considerations (Wang & Walumbwa, 2007), which parallel the individualized consideration dimension (Bass, 1990). Despite the conceptual links that have been explained between transformational leadership and work–life balance (due to the increased influx of new generations into the current workforce), very few empirical attempts to explain this relationship appear to exist. This study, therefore, is focused on unearthing the link between work–life balance and transformational leadership with an emphasis on the experiences of new generations (i.e. Gen Xers and Millennials), who have been neglected by previous studies. The following five propositions are thus put forward:

Proposition 1: The transformational leadership dimension of idealized influence will positively associate with work–life balance.

Proposition 2: The transformational leadership dimension of inspirational motivation will positively associate with work–life balance.

Proposition 3: The transformational leadership dimension of intellectual stimulation will positively associate with work–life balance.

Proposition 4: The transformational leadership dimension of individualized consideration will positively associate with work–life balance.

Proposition 5: Overall, transformational leadership will positively associate with work–life balance.

A conceptual framework that illustrates the above propositions is as follows:

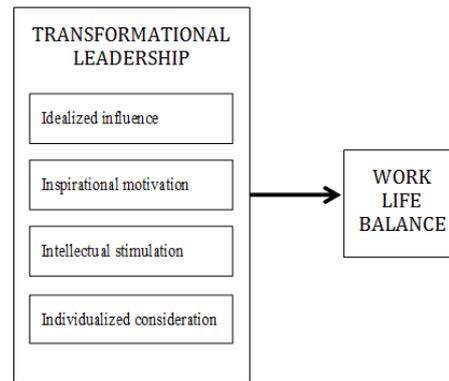


Fig. 1: Conceptual framework for predicting the association between transformational leadership and work life balance

Conclusions:

The proposed study will enrich the current literature in four ways. First, it serves as a further investigation of the potentiality of transformational leadership in supporting effective work–life balance practice. Second, it will provide preliminary empirical support for work–life balance experiences from the perspective of the new workforce, i.e. Gen Xers and Millennials. Third, the study will take place in the banking industry, which has received little attention from work–life balance and transformational leadership researchers. The findings will hopefully provide a better understanding of the expectations of Malaysian Gen Xers and Millennials about the employment relationship, specifically work–life balance.

ACKNOWLEDGEMENTS

This research is funded under the Research Acculturation Grant Scheme from Ministry of Higher Education Malaysia.

REFERENCES

- Aryee, S., E.S. Srinivas and H.H. Tan, 2005. Rhythms of life: Antecedents and outcomes of work–family balance in employed parents. *Journal of Applied Psychology*, 90: 132-146.
- Aziz, A.S.F. and S. Ahmad, 2011. Stimulating Training Motivation using the Right Training Characteristic. *Emerald*, pp: 53-61.
- Beutell, N.J. and U. Wittig-Berman, 2008. Work-family conflict and work-family synergy for generation X, baby boomers, and matures: Generational differences, predictors, and satisfaction outcomes. *Journal of Managerial Psychology*, 23(5): 507-523.
- Bhatti, M.A. and S. Kaur, 2009. The Role of Individual and Training Design on Training Transfer. *Emerald*, pp: 656-672.
- Butler, A.B., J.G. Grzywacz, B.L. Bass and K.D. Linney, 2005. Extending the demands-control model: A daily diary study of job characteristics, work-family conflict and work-family facilitation. *Journal of Occupational and Organizational Psychology*, 78(2): 155-169.
- Chang, A., P. McDonald and P. Burton, 2010. Methodological choices in work-life balance research 1987 to 2006: A critical review. *The International Journal of Human Resource Management*, 21(13): 2381-2413.
- Cheung, C.k. and N.P. Ngai, 2009. Training to Raise Unemployed Youth's Work Commitment in Tianjin. Elsevier, pp: 298-305.
- Comer, D.R. and S. Stites-Doe, 2006. Antecedents and consequences of faculty women's academic-parental role balancing. *Journal of Family Economic Issues*, 27: 495-512. DOI: 10.1007/s10834-006-9021-z.
- Dash, M., V. Anand and A. Gangadharan, 2012. Perceptions of work-life balance among IT professionals. *The IUP Journal of Organizational Behavior*, XI(1): 51-65.
- Eikhof, D.R., C. Warhurst and A. Haunschild, 2007. Introduction: What work? What life? What balance? Critical reflections on the work-life balance debate. *Employee Relations*, 29(4): 325-333.
- Fox, J.L., S. Code, R. Gray and K.L. Smith, 2002. Supporting Employee Participation: Attitudes and Perceptions in Trainees, Employees and Teams. Sage Publication, pp: 52-82.
- Frame, P. and M. Hartog, 2003. From rhetoric to reality. Into the swamp of ethical practice: Implementing work-life balance. *Business Ethics: A European Review*, 12(4): 358-67.

Gegenfurtner, A., 2011. Motivation and Transfer in Professional Training: A meta-Analysis of the Moderation Effects of Knowledge Type, Instruction, and Assessment Conditions. *Education Research Review*, pp: 154-168.

Ghosh, P., R. Satyawadi, J.P. Joshi, R. Ranjan and P. Singh, 2012. Towards more Effective Training Programmes: a Study of Trainer Attributes. *Emerald Group*, pp: 194-202.

Greenhaus, J.H. and N.J. Beutell, 1985. Sources of conflict between work and family roles. *Academy of Management Review*, 10: 76-88.

Greenhaus, J.H. and G.N. Powell, 2006. When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1): 72-92.

Greenhaus, J.H., K.M. Collins and J.D. Shaw, 2003. The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3): 510-531.

Greenhaus, J.H., S. Parasuraman and K.M. Collins, 2001. Career involvement and family involvement as moderators of relationships between work-family conflict and withdrawal from a profession. *Journal of Occupational Health Psychology*, 6(2): 91-100.

Grzywacz, J.G. and B.L. Bass, 2003. Work, family, and mental health: Testing different models of work-family fit. *Journal of Marriage and Family*, 65: 248-261.

Grzywacz, J.G. and A.B. Butler, 2005. The impact of job characteristics on work-to family facilitation: Testing a theory and distinguishing a construct. *Journal of Occupational Health Psychology*, 10: 97-109.

Guest, D., 2004. Flexible employment contracts, the psychological contract and employee outcomes: An analysis and review of the evidence. *International Journal of Management Reviews*, 5/6(1): 1-19.

Hammer, L.B., M.B. Neal, J. Newsom, K.J. Brockwood and C. Colton, 2005. A longitudinal study of the effects of dual-earner couples' utilization of family-friendly workplace supports on work and family outcomes. *Journal of Applied Psychology*, 90: 799-810.

Hart, P.M., 1999. Predicting employee life satisfaction: A coherent model of personality, work and nonwork experiences, and domain satisfactions. *Journal of Applied Psychology*, 84: 564-584.

Hayman, J.R., 2009. Flexible work arrangements: exploring the linkages between perceived usability of flexible work schedules and work/life balance. *Community, Work & Family*, 12(3): 327-338.

Hill, E.J., 2005. Work-family facilitation and conflict, working fathers and mothers, work-family stressors and support. *Journal of Family Issues*, 26(6): 793-819.

Hill, E.J., M. Ferris and V. Martinson, 2003. Does it matter where you work? a comparison of how three work venues (traditional office, virtual office, and home office) influence aspects of work and personal/family life. *Journal of Vocational Behavior*, 63(2): 220-241.

Hill, J.E., B.C. Miller, S.P. Weiner and J. Colihan, 1998. Influences of the virtual office on aspects of work and work/life balance. *Personnel Psychology*, 51(3): 667-683.

Kantola, J., A. Piirto, J. Toivonen, Y. Chang and H. Vanharanta, 2011. Target Training with Soft Computing Tools. *Journal of Computational Science*, pp: 207-215.

Kanwar, Y.P.S., A.K. Singh and A.D. Kodwani, 2009. Work-life balance and burnout as predictors of job satisfaction in the IT-ITES industry. *The Journal of Business Perspective*, 13(2): 1-12.

Keramati, A., M.A. Mofrad and A. Kamrani, 2011. The Role of Readiness Factors in E-learning outcomes: An Empirical Study. *Science Direct*, pp: 1919-1929.

Moore, F., 2007. Work-life balance: contrasting managers and workers in an MNC. *Employee Relations*, 29(4): 385-399.

Nelson, M.F. and R.J. Tarpey, 2010. Work scheduling satisfaction and work life balance for nurses: The perception of organizational justice. *Academy of Health Care Management Journal*, 6(1): 25-36.

Nelson, M.F. and R.J. Tarpey, 2010. Work scheduling satisfaction and work life balance for nurses: The perception of organizational justice. *Academy of Health Care Management Journal*, 6(1): 25-36.

Netemeyer, R.G., J.S. Boles and R. McMurrian, 1996. Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81: 400-410.

Omar, M.K. and A. Zakaria, 2015. Conceptualising work-life balance; Extension of work-family balance. *Advanced Science Letters*, 21(6): 2155-2158. doi:10.1166/asl.2015.6240

Peeters, M., K.V. Bosch, Ch. J.J. Meyer and M.A. Neerincx, 2013. The Design and effect of Automated Directions During Scenario-Based. *Elsevier*, pp: 173-183.

Roberts, K., 2007. Work-life balance – the sources of the contemporary problem and the probable outcomes: A review and interpretation of the evidence. *Employee Relations*, 29(4): 334-351.

Schuler, R.S., S.E. Jackson and I. Tarique, 2010. Global Talent Management and Global Talent Challenges: Strategic Opportunities for IHRM. *Elsevier*, pp: 506-516.

Sekaran, U. and R. Bougie, 2009. *Research Methods for Business: A Skill-Building Approach* (6th ed.). United Kingdom: TJ International Ltd, Padstow, Cornwall.

Valcour, M., 2007. Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance. *Journal of Applied Psychology*, 92(6): 1512-1523.

Virick, M., J.D. Lilly and W.J. Casper, 2007. Doing more with less; An analysis of work life balance among layoff survivors. *Career Development International*, 12(5): 463-480.

Voydanoff, P., 2004. The effects of work demands and resources on work-to-family conflict and facilitation. *Journal of Marriage and the Family*, 66: 398-412.

Voydanoff, P., 2005. Toward a conceptualization of perceived work–family fit and balance: A demands and resources approach. *Journal of Marriage and Family*, 67: 822-836.

Waumsley, J.A., D.M. Houston and G. Marks, 2010. What about us? Measuring the work-life balance of people who do not have children. *Review of European Studies*, 2(2): 3-17.

Wells, D. and M. Schminke, 2001. Ethical Development and Human Resources Training An Integrative Framework. *Pergamon*, pp: 136-158.