

CHAPTER FIVE

DISCUSSION

Obtained findings were analyzed by analysis of variance and they were interpreted in terms of chronological age, professional types and residential setting as effectors of (i) *marital adjustment*, (ii) *burnout*, (iii) *coping behaviour* and (iv) *Personal stress*. It was found that all independent variables laid their influence independently and jointly. In addition a relation between burnout and stress was also noticed. The account of discussion will be presented in four sub- section and it is presented below:

1. Impact of chronological age, professional type and residential setting on marital adjustment: Our first and foremost notion was related with the impact of chronological age, professional type and residential setting on marital adjustment. It was found that all these variables laid their impact on marital adjustment although the magnitude of impact was varied. On The basis of this result, it can claimed that marital adjustment is such type of variables which can easily be influenced by age, professional type and residential setting.

It can be seen that the phenomenon of marital adjustment is given a priority in all cultures, as marriage is one of the most important commitment of an individual makes in his or her life. A good marriage not only produces a satisfied life but it also generates a sense of well-being. In west, marriage is often considered as the centerpiece in ideological claims about the ‘*decline of family values*’. Marital adjustment has been related to personality, job and home stresses, mental illness, depression, education, sex role attitude, happiness and success in life.

Sinha and Mukherjee (1990), have defined marital adjustment as, “*the state in which there is an overall feeling between husband and wife, of happiness and satisfaction with their marriage and with each other.*”

All the marriage is aimed at happiness in one or another way. Most couples marry filled up with expectations. Some of the expectations will be realistic while other

unrealistic. Marital adjustment calls for maturity that accepts and understands growth and development in the spouse. If this growth is not experienced and realized fully, death in marital relationship is inevitable. A relationship between couples is not instantaneous rather a slow progress.

Emotional behaviors expressed by couples differed as a function of age, gender, and marital adjustment. The intensity of the middle-age intimacy crisis depends on the need-satisfaction of the relationship and particularly on the success achieved in the previous stages of intimacy. Older adults are biased toward the positive aspects of close relationships (*Story, Nathan T. et. al 2007*), emotionally positive and responsive listening one of the key to successful conflict resolution in marriage (*Pasupathi, Monisha et. al. 1999*).

In older couples, the resolution of conflict was less emotionally negative and more affectionate than in middle-aged marriages. Differences between husbands and wives and between happy and unhappy marriages were also found. Wives were more affectively negative than husband, whereas husband were more defensive than wives, and unhappy marriages involved greater exchange of negative affect than happy marriages.

Couples engage in naturalistic discussions about important topics related to their relationship. These interactions are studied to determine if there are signs in emotional experience, behavior, language, and physiology that can be used to discriminate between the interactions of couples who are satisfied and dissatisfied with their relationship, to discriminate between couples at different stages of the life span, and to predict what will happen to the level of couples relationship satisfaction over time. What kinds of couples fare well as they cope with these transitions and what kinds of couples fare poorly.

Unlike many other aspects of human functioning which show pronounced declines with age (*e.g., memory, psychomotor skills*), many aspects of emotional

functioning appear to be relatively spared as we age, and some even show signs of continuing improvement and positive development in late life.

Married working women are faced with problems in performing different roles, such as the wife, mother, homemaker and employee roles. The major role problem a woman faces is the conflict arising from multiple roles. According to **Katz & Khan (1978)**, the fact that multiple roles operate at the same time should lead to greater role conflict. The expectations surrounding any of these roles can generate interrole conflict when they involve pressures to dominate the time of the focal person and interfere with fulfilling the expectations associated with the other roles. Time utilization studies have shown that married women spend substantial amounts of their time performing multiple roles (**Hing 1984; Airmy et al. 1991; Aminah & Narimah 1992; Van Der Lippe et al. 1992**). Also, the role theory postulates that multiple roles can lead to interrole conflict and, in turn to symptoms of strain (**Katz & Khan 1978**). Women in multiple role situations hence need to reduce the amount of conflict they experience by using coping strategies. Many researchers have studied role conflict (**Holahan & Gilbert 1979; Pleck et. al. 1980; Beutell & Greenhaus 1983; Koppelman et al. 1983; Cook and Rousseau 1984; Good et. al 1990; Duxbury & Higgins, 1991; Gutek et al. 1991; Higgins & Duxbury 1992**), and coping behaviour (**Hall 1972; Beutell & Greenhaus 1983; Gray 1983; Alpert & Cubertson 1987; Long 1989; Skinner & McCubbin, 1991**), especially focusing on women in Western cultures.

Our first independent variable was chronological age. We had hypothesized that variation in chronological age would cause variation in the level of marital adjustment. Our results noted that participants of various age groups showed variation in the level of marital adjustment. As the age increases people perform so many roles other than marital life so, they become duty bound in spite of emotion bound. But when they become old and complete all household and parental responsibilities. They think again about each other. It usually happen in the evening of life. One participants told “जिन्दगी दो से शुरू की थी, बाल बच्चे बड़े होकर सेटल हो गये आज हम वहीं हैं

यानी दो से शुरू की थी और आज फिर दो ही हैं।” Thus, chronological age influences marital adjustment.

In addition, to these are many more thoughts that need to be explained. Marital adjustment is basically caused by one's own level of aspiration, individual difference nature of spouse competitive nature and family circumstances. If a person can rather with level of aspiration and married in a simple family we/she will compare himself/herself with others who have achieved their goals the marital adjustments of the person censured in negativity increased so the help can be obtained as dissatisfied they can never satisfied nature of spouse also play an important role specimens aggression and rigid nature of spouse, sometimes, returned the smooth cases of married life. Moreover family responsibilities and strict family atmosphere also returned married life so far as the matter of professional type impact is concerned, it can be started that the level of marital adjustment is highly influenced by many variable life level of aspiration responsibility, feelings, competition etc. If a person achieves his/her goal, his/she level of aspiration becomes satisfied and this satisfaction, also influences family atmosphere with special reference to marital life. The level of responsibility at home and work place is the important factor in this context and it is an especially in case of women professionals. They have to perform their duties in both platforms e.g. home and workplace if they do not get support at any one platform, they become annoyed and it causes their marital life. Thus, it can be said that organizational and family pressure both negatively impact the married life of a woman. Sometimes we see that women feel a loss of financial burden because once a male gets an employed wife he (*sometimes*) gets himself free from household responsibilities and financial sharing. It makes a wife helpless and hopeless. But it does not mean that women should not share the financial load. It is necessary that both (*husband and wife*) should share it. In addition, trust between husband and wife is also important. Trust should be established in every walk of life. Findings of this study are also in consonance **Khakwal & Shukla (2015)** who have laid the importance of chronological age, professional type and residential variation on marital adjustment.

So far as the matter of residential setting was concerned, its impact was not so high. In this regard we can say that capital and non-capital regions are almost near to each other so it is very obvious. The routine of both places is almost same. Perhaps, it has caused our findings.

II. Impact of chronological age, professional type and residential setting on burnout:

The second causes were related with the developmental pattern of burnout in women professionals as affected by their residential setting. It was contended that variation in the level of chronological age, professional type and residential setting would cause variation in the magnitude of burnout. Our hypothesis was approved and burnout was noted with more or less in almost. Therefore, it was apparent that burnout is an effective variables that may influenced by chronological age, professional type and residential setting.

Work-burnout as a syndrome is characterised by emotional exhaustion likely to be experienced by individuals who work with people. Another property of burnout is the development of negative, cynical attitudes and feelings towards co-workers and other recipients of the worker's attention. Researches have indicated that the consequences of burnout are potentially serious for staff and students alike (**Maslach & Jackson, 1986**) Work-burnout is reported to be correlated with numerous self-reported measures of personal distress such as depression, apathy, tension, fatigue and anxiety (**Burke & Greenglass, 2001**). **Maslach & Jackson (1986)** identified three aspects of burnout as: *1). The development of increased feelings of emotional exhaustion and fatigue by workers. As emotional resources are depleted, workers feel they are no longer able to give of themselves as they were able to do earlier; 2) A tendency for workers to develop negative, cynical attitudes toward their clients. This feeling is described as depersonalisation; 3) The tendency to evaluate oneself negatively, particularly with regards to one's clients.*

People experiencing this aspect of burnout are not happy with their jobs or themselves. This feeling has been described as lack of feeling or reduced personal accomplishment. Although, *Maslach & Jackson (1986)* provide clear evidence for these three aspects of burnout for people in the helping professions, *Schwab & Iwanicki (1982)* have warned that it is crucial to note that one aspect is not an inevitable consequence of another. In another words, one does not necessarily progress from emotional exhaustion through depersonalization to a lack of feeling of personal accomplishment. As much as Maslach posited that the three factors included in the burnout phenomenon (*emotional exhaustion, depersonalization and lack of personal accomplishment*) are independent and cannot be summed to produce one central burnout score, *Cherniss (1989)* felt that the three patterns he has identified do not necessarily co-occur. They simply represent three separate responses to stressful, frustrating or monotonous work in a helping profession.

The first cases of burnout were diagnosed in the 1970s, in the Nursing profession where the womenfolk hold sway. Later studies had indicated that the condition leading to burnout as a consequence of stress arising from intensive emotional involvement at work poses a particular threat to those people working in Health care, Social services and education; all fields which predominantly employ women. Recent studies has nevertheless confirmed what has already been observed at numerous workplace that increasing pace of work and the growing lack of job security have made burnout a common risk to the health and well-being of both men and women in all occupations (*Hakanen, 1999*). In 1997, a survey was carried out by the Finnish Institute of Occupational Health among working-age population on the incidence of and seriousness of burnout cases. 5000 Respondents aged between 24 and 65 and working in different jobs and industries were requested to fill questionnaires. Out of the 3300 people that replied, 53% of them were women; 2300 were working at the time. The survey discovered that the totals number of burnout cases among women was slightly higher than among men on the sum of the three symptoms of burnout with special emphasis on exhaustion. Both Groups however showed high incidence of serious

burnout syndrome (7%) while milder symptoms had been suffered by slightly more than half of the male and female respondents. Any difference between men and women was connected with work-related exhaustion; 21% of the women and 17% of the men said they were suffering from it. No symptoms of exhaustion were reported by 44% of men, but only 34% of women. Increasing cynicism at work was slightly more common among men than among women; in statistical terms, however, the difference was insignificant. The prevalence of burnout was also varied by sector of employment and occupation. According to the study, its prevalence among men and women in specific industries with highest incidence of burnout predominantly employed women (*hotels and catering, banking and insurance, education and research*), men (*mechanical repairs*) and both sexes equally (*agriculture and forestry*). On the other hand, the sectors showing lowest incidence of burnout predominantly employed either men or women, but also employing both sexes in equal numbers. Cynicisms was most prevalent in male industries (*machine repairs; transport and storage*) and industries where both sexes were equally represented (*agriculture and forestry*); real estate maintenance. These findings are fairly consistent with those of earlier study of **Schaufelli & Enzmann (1998)**. This difference of higher cynicisms for men and exhaustion for women had been interpreted to stereotypical gender roles or natural inclinations among both sexes. According to such interpretations, women are better equipped for human relations and for sharing their negative emotions, while men tend to suppress their emotional impulses in order to live up to their roles, thereby making them more inclined to adopt cynical attitudes as a means for coping with stress. It has also been explained that exhaustion does affect women than men because more often than not, women do carry double workload (*job, housework, childcare*). The inequality between the two sexes in the workplace has also been ascribed as another factor in explaining the differences (**Kalimo & Hakanen, 1998**). **Kalimo & Hakanen (1998)** discovered that both sexes differ significantly in the ways they cope with stress. According to them, women do take sick leave more often than men and were clearly more active in seeking outside help for their problems, while men thought more and more of retiring as their

burnout gets worse. All in all, women have a wider range of relationships than men and they also use these networks to build up their strength. Research has also shown that family life with all its duties and responsibilities is not only a burden but a rewarding resource that strengthens one's emotional well-being, human contacts and interpersonal skills. In fact, the study carried out has shown that men who share housework and family responsibilities with their wives and support their career development are less prone to burnout than those who do not. This may therefore explain why women cope better with burnout than men in the long run.

It was seen us that participants of different age groups showed varying amount of burnout. It can be said that the magnitude of burnout varies with variations in age. In old age people have less job and family responsibilities and they find them almost free from duties and responsibilities. Therefore, they feel less burnout. They live in present day situation and become happy but when they go in the past they start burnout.

Differential in the work pressure is also on notable factor in burnout. When a woman revolves between home and office she faces the pressure of both places and it results in terms of high timeous and conflict. As far as the matter of financial status of working women is concerned, it is quite obvious that they should spend money in home, but when they are exploited by the family and they have to spend all for their family. This cause a sense of burnout is them. They become illustrated and happiness.

So far as matter of residential setting was concerned nothing new was found. We can say they don't have any notable discrepancy in their houses so they are almost same.

Findings, thus, clearly indicate that variation in chronological age, professional type and residential setting play an important role in the determination of burnout in women professionals but there is an burning issue that how to reduce burnout.

In this regard we can say that there is a need of the change of people mindsets and organizational climate. There is a need to develop proper intervention programs.

III. Impact of chronological age, professional type and residential setting on coping behavior: The third notion of in terms was find out the pattern and magnitude of coping behavior as affected by chronological age, professional type and residential setting. Finding shared the same trend and the relative presence of all variables over coping behavior was seen.

Coping is defined as “*constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands appraised as taxing or exceeding the resources of a person*” (**Lazarus & Folkman, 1984**). Coping efforts serve two main functions; the management or change of the source of stress (*problem-focused coping*) and the regulation of the individual’s emotional responses to the problem or stressful situation (*emotion-focused coping*) (**Lazarus & Folkman, 1984**). Applying particular coping strategies can decrease or increase the stress effects (**Bodenmann, 2000; Revenson, Kayser and Bodenmann, 2005**). A significant relationship between quality of individual coping and marital adjustment could be demonstrated. **Bodenmann & Cina (2000)** found that couples that used avoidance or self-blaming, and lacking active problem solving at the first assessment, were significantly more likely to have a problematic marital relationship or divorce at five-year follow-up. Ways of coping, such as denial, avoidance, self-blaming, negative self-verbalization, withdrawal, drug abuse, and violence often are negatively associated with marital quality, whereas active engagement, constructive problem solving, optimism, positive self-verbalization, and reframing of the situation are more likely to represent functional coping in marital relationships (**Bodenmann & Cina, 2000; Ptacek & Dodge, 1995**). Women scored significantly higher than men on emotional and avoidance coping, and lower on problem focused coping and detachment (**Matud, 2004**). Furthermore, a study of the role of coping in marital adjustment in Iran showed a positive association between problem-focused as well as positive emotional strategies and marital adjustment. Emotional negative coping also led to psychological stress and impacted negatively on the quality of marital relationships (**Besharat, Tashk and Rezazadeh, 2006; Bouchard**

& Thériault, 2003; Markman, 1991). Social support theories have been closely associated with concepts of stress and coping. For example, the cognitive appraisal of stress somehow depends on the perceived availability of social resources (*Schwarzer, Knoll and Rieckmann, 2004*). *DeLongis & Holtzman (2005)* mentioned three important contextual factors of impact on the process of selecting certain coping: the nature of the stressful event, the personality of those involved, and the social context in which coping occurs. The main aspect of social context is satisfaction with social support, especially support from emotionally close persons. Social support can cause improved psychological strength and provides with other resources that needed to cope with stress (*Cohen, 2004*), and, by that, buffers negative effects of life stress on marital adjustment (*Chi et al., 2011; Mueller, 2006*). Furthermore, in female employees, social support from family, relatives, friends, and colleagues at the workplace can provide with emotional and instrumental support for dealing with work-family conflicts (*Namayandeh, Yaacob and Juhari, 2010*). Medical staff are confronted with many stressors in their job environment, such as death and suffering of patients, emergency situations, and time pressure at work (*Adeb-Saeedi, 2002; Mosadeghrad, Ferlie and Rosenberg, 2011*). Although many Iranian women work out of the home, for example in medical professions, the traditional believe about domestic duties has not changed much yet, and the working women are supposed to fulfill their additional duties according to the traditional role as housewives and mothers. This causes further responsibilities as an employee out of the home (*Rastegarkhaled, 2004*), especially when their job is demanding and stressful, such as in medical professions. Job stress can reduce the time that partners spend together and the time that they are emotionally available, it can negatively affect sexual interests, activities, and satisfaction, it can reduce the frequency of shared experiences, and the amount and intensity of shared emotions and it can reduce the feeling of we-ness (*Bodenmann, 2000*). Based on the family stress theory, critical work events, such as overloaded job, job dissatisfaction, and shift work can negatively affect the family.

In addition, to this, we have also noted some other features in this study. We had noticed that variation in the scores of coping behavior varied with variation in age. We observe in daily life circumstances that the magnitudes of stress increased with increase in age but as the person grows older he/she seeks a lot of coping strategies to get rid of from stress. Moreover types of coping behavior verses according to the demands of situation. People share their pain, talk with intimate people, use fruitful mental mechanism and many time go in the shelter of almighty (हारे को हरिनाम). To minimized their stress level. In addition people watch movie or T.V. programs. It is may person view that one who is alone watch more T.V. programs and music as compared to one who line in group. So far as the minimizers of stress are concerned, family society and work place perform a major role in them. In home healthy climate and relationship is required workplace should regard the employee and employer- employee relation should be strengthened. Society should also understand the problems of women professionals and must have a caring look for them. A healthily climate will be prevailed by the efforts of society.

IV. Impact of chronological age, professional type and residential setting on personal stress: The next notion of concern was related with the developmental impact of professional type and residential setting on personal stress. It was found that variation in the scores of personal stress caused by variation in the levels of chronological age, professional type and residential setting. In short, it can be said that personal stress can be said that personal stress can be influenced by these variables with more or less magnitude.

The women are best recognized for organizing their role as professional and house maker pretty flawlessly. However this organizing may cost them more stress than they can actually mange. It is better known as dual role stress. The oxford dictionary definition is that “*Stress is a demand upon physical or mental energy*”. Stress is a normal physical response to events that make you feel threatened or upset your balance in some way. “*Stress is a physical and emotional response to a particular situation*”.

When we perceive a threat, our nervous system responds by releasing a flood of stress hormones, including adrenaline and cortisol. These hormones rouse the body for emergency action. Our heart pounds faster, muscles tighten, blood pressure rises, breath quickens and our senses become sharper. Stress warning signs and symptoms

- **Cognitive symptoms:** Memory problems, inability to concentrate, poor judgment, seeing only the negative, anxious, constant worrying.
- **Emotional symptoms:** Moodiness, irritability or short tempered, agitation, sense of loneliness & isolation, depression or general unhappiness. Physical symptoms: Aches and pains, diarrhea or constipation, nausea, chest pain, rapid heartbeat etc.
- **Behavioral symptoms:** Eating more or less, sleeping too much or too little, isolating yourself from others, using alcohol, cigarettes, nervous habits (*nail biting*) etc. Many health problems are caused by stress. The modern world, which is said to be a world of achievements, is also a world of stress (*Tyagi & Sen, 2000*) Role stress may occur because of conflict between work and non-work activities (*O' Driscoll 1992*). Women play a dual role wife, mother, sister, daughter in law and so on at home and professional at workplace Common external causes of stress: Major life changes, financial problems, work being too busy, relationship difficulties, children & family. Common internal causes of stress: Chronic worry, unrealistic expectations, rigid thinking, lack of flexibility, negative self-talk etc.

Women in India have obtained a respectable position and they have become skilled home workers and at the same time they are leading the life same like men. They perform more than males and life is not a bed of roses for them. More conflict arises for an employed women because she has to perform many tasks at one time like cook, maid boss, companion, mother, teacher etc. in ancient time such women were regarded high:

कार्येषु मंत्री, कर्मेषु दासी,

भोज्येषु माता, शयनेषु रम्भा
मनोनुकूला सरला धरित्री,
सद्गुणमेव इयम् धर्मपत्नी

(नीतीसार श्री रामचरित्र मानस, तुलसीदास रचित
अखण्ड काव्य) |

but is still difficult for a women to perform all for the a time. This can leave a women in anxiety and tension; more so it the family is not supportive.

In addition to the above mentioned view some man observation were made by the researcher. It was noted that differentials in stress are stressed for their education and career, middle aged person have so many situational pressure like family, career finance and future. Many times we release one familial stress at office and the stress of office is very frankly released at home. Level of profession also plays on important role and people of various professions have various types of stress. While the chef authority has a lot of stress for the management of organization and harmony establishment among employees, the employee, very seldom, think about it. They concentrate only for them. The types management and expression has also been found different in them.

Also, stress can be symptomatized cognitively, emotionally and physically. As a person enhances his/her ambition his/her level of stress also increases. The common issues of working women were related to :

- Income difficulty in social context.
- Oscillation between home and office
- Less care for their children and family, even they work to do so.

Stress-burnout relationship

Burnout is a combination of exhaustion such as physical mental and emotional exhaustion that leads to employees' turnover and low job satisfaction (*Weisberg, 1994*). This study undertakes the same concept but with some modifications. This study is based on the relationship of burnout (*professional and personal burnout*) among

different types of women professionals. It was noted that a high degree of stress and burn out was evinced by them. The lack of association between stress and burnout with age work experience suggests that all professionals are vulnerable. Burnout might not be due to demographic factors but could be due to personal issue. Previous studies have shown no association between demographic characteristic and burnout or work satisfaction (*Zuger, 2004; Bovier & Perneger, 2003*). Stress and burnout experience by specialists in their work environment have shown to have an impact on their mental and physical health (*Spurgeon & Harrington, 1989*). According to *Jones et.al (2010); Peiro et.al. (2001)* and *Fu Shaffer (2001)* employees with excessive work load would experience negative emotion, fatigue and tension. Such feelings would then lead to an increase in the intensity of emotional exhaustion.

Towards a balance between work and family

Work-life balance is defined as an employee's perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict (*Clark, 2000; Ungerson & Yeandle, 2005*). Work-family balance reflects an individual's orientation across different life roles, an inter-role phenomenon (*Marks & MacDermid, 1996*). Work-life balance is a key issue in all types of employment as dual-career families have become common and high work demands with long working hours have become the norm. The importance of helping employees achieve a balance between the demands of their work and their home lives has been emphasized. Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives (*Bharat, 2003; Komarraju, 1997; Rajadhyaksha & Bhatnagar, 2000; Ramu, 1989; Sekharan, 1992*). The knowledge economy has created greater access for women coupled with factors such as changes in marital patterns and smaller families. This has led to an increase in the number of working women and, hence, working mothers (*Grossman, 1981*). The gift of this knowledge era for women is occupational opportunity and mobility. But this gift has become a great challenge for the working women of today as

they are not only exposed to the same working environment as men but in turn are also exposed to the pressures created by the multiple role demands and conflicting expectations. “By fulfilling their economic needs, employment has no doubt made women independent with an identifiable social status but it has also made them to juggle into two main domains of lifework and family. They have stepped into work place but the role responsibilities of women still remain the same, i.e., women may be a top executive, still the “nurturing” or “care giving” roles are considered much a part of feminine roles. (*Sunita Malhotra & Sapna Sachdeva, 2005*). Many women today are wearing multiple hats in their attempts to balance both career and home/family responsibilities. Concern about family can interfere with work to a great extent and worries about work issues can also be exhibited in the family front. The study by *Francene Sussner Rodgers (1992)* with the sample consisting of employees of 20 Fortune 500 companies; 28 percent of the men and 53 percent of the women reported that work-family stress affected their ability to concentrate at work hence revealing that more than half the women and almost a third of the men reported that work/family stress affected their ability to concentrate on the job. Life at work seems so difficult for working women. *Pleck’s (1977)* research suggests that family-to-work spill-over is stronger for women and the work-to-family spill-over is stronger for men. Research suggests that female respondents in all parts of the world are pressured for time, rarely have time to relax and feel stressed and overworked most of the time, but women in emerging countries feel the strain even more so than women in developed countries. Women in India (87%) are most stressed/pressured for time (*Nielsen Survey, June 2011*). Several studies have explained the effect of work-life conflict on the health of working women. Assocham’s study based on the survey of 103 corporate female employees from 72 various companies/organizations across 11 broad sectors of the economy focused on the issues of corporate female employees. One of their significant finding is that high psychological job demands like long working hours, working under deadlines, without clear direction leads 75 percent of the working females suffer depression or general anxiety disorder than those women with lowest level of

psychological job demands (*Nusrat Ahmad, March 2009*). Striking a perfect balance between personal life and professional life is becoming near to impossible. There is real balance only when the individual feels that she has done justice to all her roles and is satisfied about it. Work-life balance problems can be really serious and needs to be addressed in due time. In the renowned book, ‘Work and Family: Allies or Enemies’, *Friedman and Greenhaus (2000)* argue that conflict between work and family has real consequences. It significantly affects the quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work-role, and the need to choose between two apparent opposites—an active and satisfying career, or marriage, children, and a happy family life. Work and family balance, in a way, deals with the role balance of an individual both at home and work. Work-Life Balance Programs (WLBP) developed by employee friendly organizations can be a good solution to solve the problems of work-life balance. WLBP have been found to increase employee control over time and place of work (*Thomas & Ganster, 1995*) and reduced work family conflict (*Kossek & Ozeki, 1998*) and stress (*Thompson & Prottas, 2006*). *Kirchmeyer (2000)* views living a balanced life as “*achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains*”. The purpose of striving very hard both at home and work at the cost of her individual health and well-being for every married working woman is to have a good quality of life. But this quality of life that she craves for is often influenced by work life balance. Any imbalance in the work and family of an individual can hamper the quality of life thoroughly for the individual. *Kofodimos (1993)* suggests that imbalance—in particular work imbalance—arouses high levels of stress, detracts from quality of life, and ultimately reduces individuals’ effectiveness at work. *Jeffrey H. Greenhaus, Karen M. Collins & Jason D. Shaw (2003)* suggested that an equally high investment of time and involvement in work and family would reduce work–family conflict and stress thereby enhancing an individual’s quality of life. And so it goes without saying that married

working women of this era can have a healthy quality of life only when work-life balance is maintained making the topic of work life balance for working women, the need of the hour.

Reducing burnout

There are some skills following with we can reduce or minimize the level of burnout. They are as follows:

- ***Figure out which can of burnout we have:*** There are many types of burnout and they need separate attention. They are: overload, lack of development and neglect.
- ***We should start saying 'no':*** Every 'yes' serves a new responsibility in our plate and it is difficult for us to do it due to our earlier overload.
- ***We should give up on getting motivated:*** With real burnout more we are to exhausted to stay positive so be in the mode of don't.
- ***We should treat the disease, not the symptoms:*** For real recovery and prevention to happen we need to find the real, deeper issue behind why we are burnout.
- ***We should make down time a daily ritual:*** To help in relieving pressure, we should schedule daily blocks of down time to refuel our brain and well-being. It can be anything from meditation to a nap, a walk, or simply turning off the computer system for a while.
- ***We should stop being a perfectionist:*** We should set our work boundaries for acceptable work and stick to them.
- ***We should track our progress every day:*** Keeping on the track allows us to see how much work we have done and how much is yet to be done.
- ***We should not overload what down time we do get:*** Vacations themselves can worsen burnout.
- ***We should write our fan mail:*** Self fan mail is a way to keep motivated instead of burning out on an assignment that is far from completion.

Limitations and suggestions for further researchers

Every work takes a lot of time and endeavor but at last we think there some more could be done we also get some related vision that in the work. The researcher felt so many ideas during the course of this work but due to time and financial constraints. It was not possible to the incorporate them. However, the ideas, appeared in the mind of researcher are as follows:

- *In this study only women have been taken in consideration. Males should also be subjected and study will be gender based.*
- *It was a cross sectional study and more attempts are required in longitudinal perspective. It could be a very wide endeavor and the personality profile of the participants could be portrayed.*
- *The data of this study was taken only from northern region of Uttarakhand. It could be widened by subjecting the other parts of the country.*
- *This study could be done on the husbands of the participants also. Then the nature of this study would be couple based.*
- *Employer-employee relation could also be studied.*
- *This study could be extended in the cycle of mother-father-children.*
- *Cross cultural and tribal researches could also be made.*
- *Better counseling strategies (along with yoga and meditation) are also required to promote the mental health of the participants and the prevalence of better quality of life in the society.*