

Construct Validation & Assessment of Work-family Balance among Indian Journalists

Lakhwinder Singh Kang & Abha Bhalla

The present study aims to gain insight in to the prevalence of different dimensions of Work-Family Balance (WFB) among journalists. The nature of journalism profession induces employees to work at unpredictable hours, travel in all weathers, meet stringent daily deadlines, and find fresh stories everyday by being exposed to traumatizing events, which makes their work-family boundaries blurred. Data were collected from 212 full-time journalists working for the top ten dailies of Punjab (India). Using confirmatory factor analysis, the psychometric properties of WFB scale have been tested and results validate existence of four dimensions of WFB, i.e. work-to-family conflict, family-to-work conflict, work-to-family facilitation and family-to-work facilitation. It has been found that journalists experience greater work-to-family facilitation than work-to-family conflict.

Lakhwinder Singh Kang (E-mail: lakhwinder_gndu@yahoo.com) is Professor & **Abha Bhalla** is Research Scholar in the Department of Commerce, Guru Nanak Dev University, Amritsar, Punjab.

Introduction

The two most important constituents of an individual's life, i.e. 'work' and 'family' have undergone significant changes over the last two decades. This has happened due to globalization, unprecedented technological advancements, irregular work schedules, increasing participation of women in the workforce, changing gender roles and rise of nuclear families. Over the years, it has become a challenge for every individual to maintain a balance between work and family. As a consequence, the term 'work-family balance' has generated considerable interest among researchers and organizations, who are designing policies and interventions to facilitate the employees achieve desired balance between their work and family roles. The research has established that maintaining work-family balance significantly affects various individual and organizational outcomes such as job satisfaction, organizational commitment, turnover intentions and family satisfaction (Frone, 2003; Wayne et al., 2004; Aryee et al., 2005; Lu et al., 2009; Mc Nall et al., 2010).

Traditionally, work-family balance was defined as an 'absence of work-family conflict' (e.g., Guest, 2002). The paradigm of 'work-family conflict' is conceptualized as the consequence of 'resources being lost in the process of juggling both work and family roles' (Grandey & Cropanzano, 1999). However, recent convoy of researchers believed that conflicts inherent in managing work and family roles have been found to be co-existed by the social and psychological resources gained from participating in these roles, which is termed as 'work-family facilitation' (Carlson et al., 2006). Thus, by combining both the conflict and facilitation indicators, Frone (2003) suggested work-family balance in terms of fourfold taxonomy that includes two directions of a influence (work-to-family vs. family-to-work) and two types of effects (conflict vs. facilitation), such that conflict and facilitation can be bi-directional.

Literature substantiates that only handful of studies have examined bi-directional conflict and facilitation simultaneously and that too, by taking samples from western nations, with individualistic values (Grzywacz & Marks, 2000; Demerouti et al., 2004; Wayne et al., 2004; Innstrand et al., 2009; Gareis et al., 2009). However, it has been recently acknowledged that the perception and prevailing status of conflict and facilitation can vary across nations and cultures (Powell et al., 2009; Ollier-Malaterre & Foucreault, 2017). Therefore, by drawing a sample from a collectivist society like India, this study addresses the glaring underrepresentation of work-family

balance studies from the non-western context. With one exception (Aryee et al., 2005), no study has been identified that captured the complete fourfold nature of work-family balance in the Indian context. Thus, the present study seems a prudent effort to be undertaken.

The present study has a threefold objective. First, it analyzes work-family balance in a specific context –journalism– which has hardly been studied by the work-family scholars. Researchers regarded journalism profession as unfriendly to family life as it induces its employees to work on holidays, travel at unpredictable hours in all weathers, get exposed to disasters, concentrate on content in noisy newsrooms and meet the daily targets (Reinardy, 2009; Monteiro et al., 2015). The Associated Chambers of Commerce and Industry of India (2007) survey also revealed that stress has intensified in recent times among top and middle level positions in the print media due to the blurring boundary between work and home domains, long working hours and daily deadlines. Second, the study assesses the factorial validity of the fourfold work-family balance scale (Grzywacz & Marks, 2000) among the Indian journalists. Bhagat et al. (2016) recognized that individuals in non-Western culture experience stress and strains in a way that are likely to be similar as well as dissimilar to the patterns of such experience observed in the West. They noted that cross-cultural research findings are difficult to interpret when a measure does not possess construct equivalence. Construct equivalence is established when what is being measured has identical meaning in other cultures

when it is put under investigation (McArthur, 2007). Therefore, testing such a scale in an Indian journalistic setting is necessary and albeit, important for the purpose of generalization. Third, the study assesses the level of prevalence of all four dimensions of work-family balance among Indian newspaper journalists. This will facilitate designing of HR interventions in response to the work-family conflict and facilitation experience of Indian journalists.

Theoretical Background

'Role strain' theory provides the underlying logic for understanding the process of work-family conflict. This theory posits that individual resources (e.g. time, energy, attention) are scarce, and when multiple roles are combined and role demands increase, resources to cope with increased demands are depleted leading to role-strain (Goode, 1960). Greenhaus and Beutell (1985) defined work-family conflict as 'an inter-role conflict where work and family roles are incompatible and seen as competing for an individual's resources in the form of time and energy'. On the other hand, 'role accumulation' theory provides the foundation for understanding the process of work-family facilitation. This theory posits that resources are renewable and engagement in multiple roles generate more resources for individuals, which might out-

When multiple roles are combined and role demands increase, resources to cope with increased demands are depleted leading to role-strain.

weigh the difficulties associated with potential incompatible role pressures (Sieber 1974). Wayne et al., (2007) defined work-family facilitation as 'the extent to which an individual's engagement in one domain provides gains, which contribute to increased functioning of another life domain'. The 'gain of resources' can be in the form of skills and perspectives (e.g., social skills, coping skills); psychological resources (e.g., self-efficacy, optimism); social-capital resources (e.g., knowledge, information); flexibility (e.g., telecommuting); and material resources (e.g., income) (Greenhaus & Powell, 2006).

The application of resource depletion and accumulation processes to the work and family roles triggered bi-directional dimensions of work-family conflict and facilitation, which altogether characterize 'Work-family Balance' (WFB) (Frone, 2003; Aryee et al., 2005; Lu et al., 2009). More specifically, the four dimensions of WFB are: Work-to-family conflict (WFC), i.e. when resources spent at work hinders the performance of family responsibilities; Family-to-work conflict (FWC), i.e. when resources spent at family hinders the performance of work responsibilities; Work-to-family facilitation (WFF), i.e. when resources generated at work improves the performance of family responsibilities; and Family-to-work facilitation (FWF), i.e. when resources generated at family improves the performance of work responsibilities.

Work-family Balance Scale

The perusal of existing work-family literature reveals that there exists

several measures of work-family conflict (Kopelman et al., 1983; Netemeyer et al., 1996; Curbow et al., 2003) and work-family facilitation (Carlson et al., 2006; Hanson et al., 2006), which captured their bi-directional nature. However, empirical investigation about the four dimensional work-family balance as a general measure has been scanty. Kirchmeyer (1993) attempted to develop a measure of the work-family/(non-work) interface, but it focused only on one direction of the interface, i.e. from family/(non-work)-to-work. Later, Fisher (2002) developed a 21-item scale to assess work-family balance with three dimensions (work interference-with-personal life, personal life interference-with-work and work/personal life facilitation). Yet, their scale did not make a distinction about the bi-directional nature of the facilitation component. The 16-item scale by Grzywacz and Marks (2000) probably is the only one, which explored the factor structure of all four dimensions of work-family spillover (i.e. work-to-family-negative and positive spillover and family-to-work-negative and positive spillovers). However, the scale was developed in the US, where socio-cultural characteristics and macro environment issues are different from an emerging economy like India. Researchers argue that the construct validity and dimensionality of any scale have to be assessed continuously across culture, time, industry and occupation as these external factors affect the psychometric properties of an instrument to a certain degree. Therefore, the present study first attempts

to test the factorial validity of Grzywacz and Marks's (2000) fourfold work-family balance scale among a sample of Indian journalists.

Prevalence of Work-Family Balance

Despite the conceptual distinction of direction of influence and description of work-family balance as a reciprocal system (conflict and facilitation), prior research has mainly assessed work-family conflict than work-family facilitation. Many studies carried out in the Western context have suggested that work-to-family conflict is more prevalent than family-to-work conflict (Frone, 1992; Eagle et al., 1997; Kinnunen & Mauno, 1998; Burke & Greenglass, 1999; Demerouti et al., 2004). The probable reason for such finding could be the notion of 'asymmetric permeability' (Pleck, 1977), which states that family boundaries are more permeable to work demands than work boundaries to family demands. Given the family centric nature of Indian society, where long working hours are normally perceived as contribution to the family, and in turn, family members express appreciation and support to their fellow member holding job (Spector et al., 2007), this finding seems to be applicable in the Indian context. In addition, the study's research setting (i.e. journalism) is regarded as an erratic occupation, such that unpredictable work

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schedules and extra time (including nights, weekends, festivals and public holidays) often spent on the professional activities adversely affect family life of the journalists (Heloani, 2005; Reinardy, 2006). Thus, based on the ongoing discussion, the following hypothesis is postulated.

Hypothesis 1: Work-to-family conflict (WFC) is more prevalent than family-to-work conflict (FWC) among the Indian journalists.

A few studies in the western context have compared the prevalence of both dimensions of work-family facilitation (Kirchmeyer et al., 1993; Grzywacz & Marks, 2000; and Demerouti et al., 2004), wherein they found family-to-work facilitation is more prevalent than work-to-family facilitation. In the Indian context, Rajadhayksha (2012) discovered that employees seek more support from non-institutional/familial sources than support from their institutional sources. Poster (2005) noted that family support is important for working individuals in India as many organizations do not have formal policies in place to support the integration of work and family. Similarly, in the context of journalism, a survey by the National Commission for Women (2004) reported that although Indian women are increasingly entering masculine-stereotyped profession, i.e. journalism, however,

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media organizations are still unresponsive to the family needs of women journalists. Similarly, Greenberg et al., (2009) found that media employees in UK resort more to their family members than to their supervisors or peers for support following traumatic incidents. Against this backdrop, the following hypothesis is tested.

Hypothesis 2: Family-to-work facilitation (FWF) is more prevalent than work-to-family facilitation (WFF) among the Indian journalists.

With respect to work-to-family conflict and work-to-family facilitation, only two studies have been found that compared the prevalence of both these dimensions. Grzywacz and Bass (2003) found no significant difference in the prevalence of work-to-family conflict and work-to-family facilitation for a national level sample representative of the American working population. Demerouti et al., (2004) observed work-to-family conflict more prevalent than work-to-family facilitation among European Postal service employees. In a collectivist society like India, it also seems plausible that experience of work-to-family conflict is more rampant than work-to-family facilitation for individuals working in the sporadic profession like journalism. The recent review by Monteiro et al., (2015) states that long and inflexible work schedules, physical and mental demands, irregular days off, working holidays, daily deadlines and exposure to disasters are the common facets of journalism, which increases the extent of work-to-family conflict among journalists. In light of these arguments, it seems justified to test the following hypothesis.

Hypothesis 3: Work-to-family conflict (WFC) is more prevalent than work-to-family facilitation (WFF) among the Indian journalists.

Demerouti et al. (2004), perhaps the only study which compared the prevalence of family-to-work conflict and facilitation among European postal service employees found family-to-work facilitation more prevalent than family-to-work conflict. In the Indian context, Bhargava and Baral (2009) noted that employees have high work role salience and their families are the strong social institution that provides them emotional support, encouragement, energy and confidence to perform unsavory tasks at the workplace. As a consequence, family problems intrude less in the arena of professional role for Indian employees. Moreover, given the daily nature of journalistic work, wherein journalist effort in terms of quality writing, in depth reporting, facts verifying and event attending (if any) can be easily noticed with an arrival of the next day newspaper and published content on it, thus, support of family members in the form of respect, low household load and relaxation for parenting responsibilities get increased. In turn, when journalists perceive greater family resources (e.g. values, autonomy at home, emotional and instrumental family support) are available to meet work roles, their functioning at the work domain improves and simultaneously, they attribute the credit of those work accomplishments to the family members (McNall et al., 2010). On the basis of these arguments, the following hypothesis is proposed:

Hypothesis 4: Family-to-work facilitation (FWF) is more prevalent than fam-

ily-to-work conflict (FWC) for Indian journalists.

Measures

Work-Family Balance Scale: To assess the four dimensions of work-family balance, a 16-item scale developed by Grzywacz and Marks (2000) with four items representing each dimension, is used. Respondents were asked to indicate the frequency with which they felt in a particular way during the past three months using a 5-point response scale: Not at all=1, Least of the time=2, Sometimes=3, Most of the time=4 and All the time=5.

Sample & Data Collection

The sampling frame included full-time journalists working for the top ten daily newspaper organizations in the state of Punjab, (Indian Readership Survey Q4 Results, 2011) and holding positions as Editor, Deputy Editor, Senior/ Assistant/ Sub Editor, Bureau Chief, Special Correspondent, Principal Correspondent, Senior Correspondent, Staff Reporter or Photojournalist. Punjab Press Media Directory (for the year 2013-14) provided the names and contact details of 439 professionals fulfilling the stated criteria.

The journalist's is primarily a field job, thus web-based questionnaire was used to seek information from the respondents. To ensure randomness, every second person from the list of 439 journalists was identified and an e-mail requesting participation in the survey by filling the web based form was sent to the chosen 220 journalists. After two weeks of the initial mailing, response rate was found very

poor. Thereafter, follow-up calls were made to remind the respondents to fill up the questionnaire, but even after repeated calls, only 54 journalists completed the questionnaire. Further, it was decided to meet the remaining 166 respondents personally, following the daily morning and evening office meetings. The personal approach helped in getting 160 questionnaires filled, thus leading to a total of 214 questionnaires. After screening, 212 questionnaires were found complete and usable for analysis. Of the 212 journalists, 166 were men and 46 were women. The dominance of men in the sample is some-

what consistent with usual trend of gender inequality in the profession of journalism. According to the Global Media Monitoring Project, India Report (2010), women constitute one-third of the total workforce in print media. 172 respondents were married, and out of those, 115 had at least one child. Respondents' mean age was 36.8 years and their mean tenure in the profession was 10.5 years.

Analysis & Results

The factorial validity of fourfold work-family balance scale was examined with

Table 1 Results of Confirmatory Factor Analysis

Latent Constructs and Items	Standardized Coefficients
I: Work-to-Family Conflict	
Your job makes you feel too tired to do the things that need attention at home.	.709
Stress at work makes you irritable at home.	.790
Job worries or problems distract you when you are at home.	.739
Your job reduces the effort you can give to activities at home.	.829
II: Family-to-Work Conflict	
Personal or family worries and problems distract you when you are at work.	.890
Stress at home makes you irritable at work.	.688
Activities and chores at home prevent you from getting the amount of sleep you need to do your job well.	.734
Responsibilities at home reduce the effort you can devote to your job.	.835
III: Work-to-Family Facilitation	
Having a good day on your job makes you a better companion when you get home.	.782
The things you do at work help you deal with personal and practical issues at home.	.689
The things you do at work make you a more interesting person at home.	.842
The skills you use on your job are useful for things you have to do at home.	.790
IV: Family-to-Work Facilitation	
The love and respect you get at home makes you feel confident about yourself at work.	.653
Your home life helps you relax and feel ready for the next day's work.	.703
Talking with someone at home helps you deal with problems at work.	.853
Providing for what is needed at home makes you work harder at your workplace.	.722
CMIN/DF= 2.128, i.e. 213.662/98, GFI = 0.900, CFI = 0.935, NFI = 0.885, RMSEA = 0.073	

CMIN/DF: Chi-Square value/degree of freedom; GFI: Goodness-of-Fit Index, CFI: Comparative-Fit Index, NFI: Normative-Fit Index, RMSEA: Root Mean Square Error of Approximation.

confirmatory factor analysis (CFA) by employing Maximum Likelihood Estimation method using Analysis of Moment Structure software (AMOS ver. 21). The ratio of Chi-square (χ^2) to the degrees of freedom (df), represented by CMIN/DF value is below 3.0, other fit indices like Goodness-of-fit index (GFI), Comparative-fit index (CFI) with value greater than or equal to 0.90, Root mean square error of approximation (RMSEA) with value less than or equal to 0.08 and Root mean residuals (RMR) with value less than 0.10 are some of the relevant indexes which indicate an acceptable model fit (Hair et al., 2010). The result indices suggest that the four-dimensional model fit well to the data set (Table 1). Further, standardized coefficients of all items are found in the range of 0.65 to 0.89 and significant at 99% confidence level.

Construct Reliability

Construct reliability measures the internal consistency of a single construct based on the square of the total of factor loadings for a construct. The construct reliability estimates for work-family balance four constructs are: work-to-family conflict = 0.85, family-to-work conflict = 0.87, work-to-family facilitation = 0.86 and family-to-work facilitation =

0.83. Hair et al. (2010) recommends a construct reliability estimate greater than 0.7 as a good indicator of internal consistency.

Convergent Validity

Convergent validity measures the extent to which indicators of a specific construct ‘converge’ or share a high proportion of variance in common. The Average Variance Extracted (AVE) for four constructs are: work-to-family conflict = 0.59, family-to-work conflict = 0.63, work-to-family facilitation = 0.60 and family-to-work facilitation = 0.55. Hair et al. (2010) recommends that convergent validity is confirmed by obtaining the AVE greater than 0.50 for every construct in the scale.

Discriminant Validity

Discriminant validity measures the extent to which a construct is truly distinct from other constructs. It is demonstrated when different constructs have low correlations among them. Although the criteria for what counts as a low correlation vary across sources, Brown (2006) notes that a correlation of 0.85 or above between constructs indicates poor discriminant validity. Moreover, to support

Table 2 Convergent & Discriminant Validity Estimates

Inter-construct Correlations	Squared Inter-construct Correlations (SIC)	Average Variance Extracted (AVE)	SIC associated with the Construct
WFC-FWC = 0.55	0.31		
WFC-FWF= -0.21	0.04	WFC=0.59	WFC= 0.31,0.04,0.09
WFC-WFF = -0.30	0.09	FWC=0.63	FWC= 0.31,0.20,0.04
FWC-FWF = -0.45	0.20	WFF=0.60	WFF= 0.09,0.04,0.35
FWC-WFF = -0.19	0.04	FWF=0.55	FWF= 0.04,0.20,0.35
WFF-WFF = 0.59	0.35		

the discriminant validity, Hair et al. (2010) suggests that the AVE estimate for each construct should be greater than the squared inter-construct correlations (SIC) associated with that construct. The discriminant validity of the four-dimensional measurement model met the criterion suggested above and is shown in Table 2.

Nomological Validity

Nomological validity measures the extent to which the correlations between the constructs in the model make some sense. The results suggest that correlations between the conflict dimensions as well as between the facilitation dimensions are positive. However, correlations between the conflict and facilitation dimensions are negative (Table 3). Aryee et al. (2005) and Lu et al. (2009) also found a low positive correlation between the bi-directional dimensions of conflict as well as between the bi-directional dimensions of facilitation, while there is moderate to low negative correlation between the conflict and facilitation dimensions.

Overall, results confirmed that the 16-item work-family balance scale (Grzywacz & Marks, 2000) possesses considerable reliability and validity and

is best characterized by four dimensions, viz. WFC, FWC, WFF and FWF for the Indian journalists. Further, the prevalence of work-family balance dimensions are assessed with a percent prevalence rate (PR), as suggested by Kinnunen and Mauno (1998). PR is the percentage of journalists, who felt the particular dimension at least or more than 3, i.e. ‘Sometimes’, as response options ranged from 1 to 5. Table 3 presents mean scores, the prevalence of four work-family balance dimensions and t-test results for inter-dimensional comparisons. Preliminary examination of mean scores and prevalence rate reveal that family-to-work facilitation as the most prevalent dimension, followed by work-to-family facilitation, then by work-to-family conflict and lastly by family-to-work conflict.

Assessment of Work-Family Balance

Results of t-test supported hypothesis 1 which states that journalists experience significantly greater work-to-family conflict (WFC) than family-to-work conflict (FWC) {t (211) = 16.28, p < 0.01}. Hypothesis 2 also found support in its favor {t (211) = -8.064, p < 0.01} that states that journalists significantly expe-

Table 3 Assessment of Work-Family Balance

Dimension	Mean	PR (%)	t-test			Result
			Comparison group	Mean difference	t statistic	
WFC	3.17	59.3%	WFC-FWC	3.17-2.32= 0.856	16.286**	WFC>FWC
FWC	2.32	14.8%	WFF-FWF	3.57-4.00= -0.431	-8.064**	FWF>WFF
WFF	3.57	72.2%	WFC-WFF	3.17-3.57= -0.398	-4.731**	WFF>WFC
FWF	4.00	89.8%	FWC-FWF	2.32-4.00= -1.68	-19.559**	FWF>FWC

PR: Prevalence rate. It is the percentage of journalists, who felt the particular dimension at least or more than ‘3=sometimes’ (i.e. mean score ≥ 3)
 **P<0-01

Journalists experience significantly greater work-to-family conflict (WFC) than family-to-work conflict (FWC).

Journalists experience greater family-to-work facilitation (FWF) than work-to-family facilitation (WFF). However, hypothesis 3 is not supported as journalists experience significantly greater work-to-family facilitation (WFF) than work-to-family conflict (WFC) $\{t(211) = -4.73, p < 0.01\}$. Lastly, hypothesis 4 found support as journalists significantly experience greater family-to-work facilitation (FWF) than family-to-work conflict (FWC) $\{t(211) = -19.559, p < 0.01\}$.

Discussion & Implications

The present study contributes significantly by providing empirical evidence about the fourfold nature of work-family balance in the Indian context. Another aspect of this study is its research setting (i.e. full-time newspaper journalists), which has rarely been covered by the work-family scholars. Long and inflexible work schedules, extreme physical and mental demands, irregular days off, working holidays, daily deadlines and disastrous confrontations are some of the common facets of journalism which tend to lead to work-family imbalance. The present study aims to assess the suitability of Grzywacz and Marks (2000) work-family balance fourfold scale for the present population, which further helps to gain insight into the prevailing status of work-family balance dimensions. Results revealed that work-family balance

scale has been found valid and reliable in the Indian context for journalists and yielded four dimensions, namely, work-to-family conflict, work-to-family facilitation, family-to-work conflict and family-to-work facilitation. These four dimensions of work-family balance have already been supported by a few studies in different socio-cultural settings (Grzywacz & Marks, 2000; Demerouti et al., 2004; Wayne et al., 2004; Aryee et al., 2005; Lu et al., 2009). The findings of this study further pointed that family-to-work facilitation (FWF) is the most prevalent dimension, followed by work-to-family facilitation, then by work-to-family conflict and lastly by, family-to-work conflict.

In addition, inter-dimension comparison on the basis of direction of influence and the type of effect illustrated that work-to-family conflict (WFC) is more prevalent than family-to-work conflict (FWC). This finding replicates the results of previous studies (Reinardy, 2009; Monteiro et al., 2015) which indicated professional role demands and time pressures interfere with family life quite often for journalists. Further, it has been found that work-to-family facilitation (WFF) is more prevalent than work-to-family conflict (WFC), which is in contrast with the findings of Grzywacz and Bass, (2003) and Demerouti et al., (2004). The explanation for this finding can be derived from Hobfoll's (1989)

Professional role demands and time pressures interfere with family life quite often for journalists.

Conservation of Resources theory, which states that stress occurs when there is a loss of resources or threat to resources. Hobfoll (2002) described resources as personal characteristics, objects, conditions, energies, and support that enhance general resistance to stress. As the nature of journalism requires technical competence, constant learning, multitasking, and social networking skills, thus gain of resources in the form of skills, knowledge, recognition, power, job prestige, psychological rewards and strong support networks may offset the negativity arising from the professional role demands. Benz (2005) also noted that although working conditions of journalism are not great, but employees usually find high utility in their work. Similarly, Williams, Berdahl, and Vandello (2016) asserted that having a job that gives social standing and pays the bill offsets the possible conflict arising from the demands of the profession.

Lastly, the results revealed that family-to-work facilitation (FWF) is more prevalent among the Indian journalists, when it is compared to work-to-family facilitation (WFF) and family-to-work conflict (FWC). These findings are based on expectations that Indians have close ties with their family members, who mainly provide instrumental as well as emotional social support (Aryee et al., 2005). The supportive family culture enables journalists to concentrate on their professional work and thus, carry optimism to the work domain. Moreover, sample of the present study consists large number of men journalists than women journalists. Perrewé and Carlson (2002)

Media firms should work further to enrich the resourcefulness of their journalists.

and Ramadoss and Rajadhayksha (2012) have observed that men are likely to perceive more support from their families than women in traditional societies like India.

The findings of the present study have important implications for the print media organizations. As results revealed that Indian journalists are experiencing more facilitation than conflict from their work domain, which suggests that media firms should work further to enrich the resourcefulness of their journalists. It would help the journalists not only in performing their work-related tasks more effectively and efficiently but also in fulfilling the family responsibilities. The increased resourcefulness would further help journalists to manage their jobs within the scheduled hours rather than working for longer hours, and working on holidays and weekends which unfavorably impacts journalists' family lives. In addition, media managers can organize self-awareness programs, time and stress management programs, so that journalists use effective coping strategies or employ their time efficiently to minimize their work-to-family conflict.

Conclusion

With socio-demographic changes, competitive market forces and technological advancements, issues related to maintaining a balance between work and

family are real and troublesome for people working in newspaper organizations. Although journalists face distress and time shortage because of increasing professional role demands, but at the same time, their jobs provide them opportunity to build social networks, learn new things and gain resources for their personal as well as for the family growth. In the future, more research work needs to be carried out covering electronic media, women journalists and many other aspects related to this profession.

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