

Work-Life Balance: Empirical Study on Female Journalists in Media Industry

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Abstract: This research paper is an attempt to study the work life balance of female journalists in media industry. Media industry is a 24 x 7 ongoing working process that put challenges every minute of work. Females have to balance both family and work which needs lot of strength to fulfill the activities. Work life balance is an interaction between the paid activities of work and unpaid activities of life. A person should have right combination of defined hours of work, working conditions and family support that will strike a correct work life balance.

The study was conducted through a set of structured questionnaire to 48 female respondents to seek their opinion to know the balance between work and life. The study variables were analysed using descriptive statistics, bivariate analyses and correlation among the variables to know the behaviors of female journalists towards their work schedule and family. The research shows that media employees have both positive and negative impact due to variables like working hours, family responsibilities, individual needs, mental health, family support so on. Media organizations have to create flexible work schedule, family friendly policies in workplace, child care facilities, programs to reduce occupational stress can improve the work life balance of female journalists.

Keywords: Work-Life Balance, Time Management, Balancing of multiple life roles, Satisfying family and Professional life.

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I. Introduction:

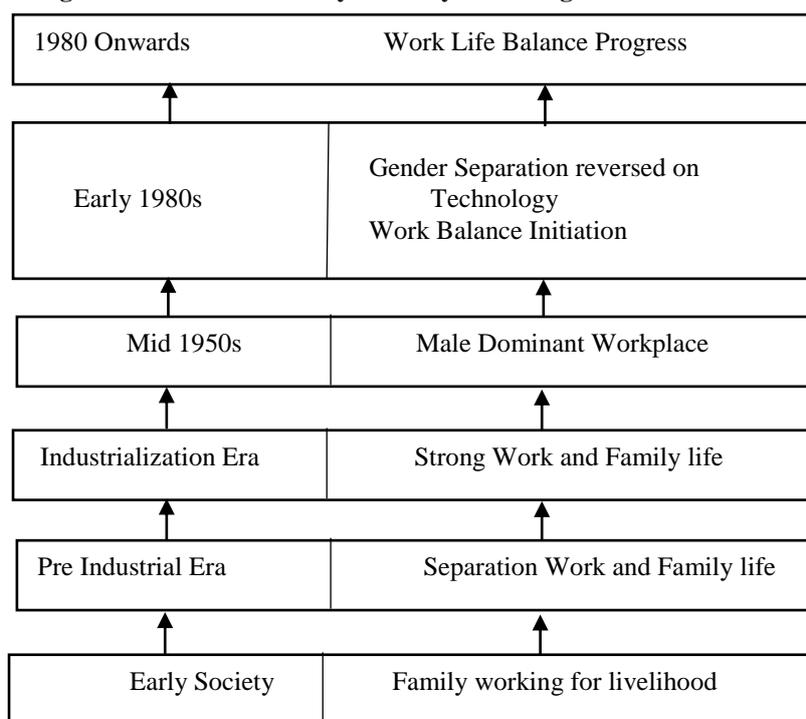
Media is one of the instruments in shaping the society. Media has grown as an industry which is known for projecting all facts of life like religion, education, politics, employment, health, entertainment, etc. Earlier decades in India it was only Newspaper, Radio and Doordarshan as media. But now the use of technology industry has brought vast change which has been showing the presence of women in media industry. The Media work is 24 x 7 focusing on events happening each and every second which is bought live, recorded or printed form of news to the public. This requires 360° knowledge of all fields for a person who becomes a Journalist to put the right information at the right time to the public. Where women have accepted it as challenge and she is playing her role even in media industry.

In the present changing scenarios Work-Life balance for women in the field of journalism has become important from professional and personal view point. They are getting along with the male in the field of journalism. Good HRD initiatives in the field of media towards the journalists will create an improvement in family and professional life of the females who are working in this field.

During the years of communal society, families were occupied in work for livelihood at home or close to home (Carlson et al 2005). While the late 18th and early 19th century due to division of labour and as a result of technological influence, dissociation of work from family was more stabilized and men took the key role of bread earners and women took primarily the charge of home and family work (Snooks et al 1996).

Later on the second fraction of the 20th century, categorisation based on gender was revoked as a result of the technological progress and mechanization lowered the dependence on physical stamina in industries thus easing higher involvement of women in the workforce (Snooks et al 1996). Further in early 21st century a wide group of socioeconomic features prominently controlled the work and personal life of employees as seen in Figure 1. Three important group of such elements are family and personal life, work and other influences (Naithani and Jha et al 2009).

Figure 1: Work and Family Life Layers during Different Periods



The term work life balance includes a lot of aspects like duration of work, timings of work, how they work, support of family in work related issues, number of dependents in the family. Work life balances are observed in career decisions like part-time work, work from home, flexi-working hours, compressed working weeks, career breaks. Previous researchers have proven that employees are more attached to organizations that offer family-friendly policies, regardless to the extent to which they might benefit from those policies (Grover and Karen, 1995).

A mismatch of work and personal life will lead to dissatisfaction and disadvantages for both employer and employee. The work-life balance of female journalist in media industry is considered for the study as it is one of the areas which need lots of resistance power to cope up with the challenges of the industry. This industry will work always under pressure due to competition where the female journalist who work have to bear high level of stress and untimely hours of work, also have to balance between both professional and personal life.

II. Method:

The research was conducted in the domain of media industry located in major cities of Karnataka. The main aim of the study is to determine the work and personal life balance of women working in media by developing 14 page structured questionnaire comprising scaled items. The scale development process began with an extensive review of the literature, defining the work–life balance construct, and seeking the opinion of women employees. A total number of 48 participants responded to the questionnaire. The questionnaire were administered via both online method (N =16) and offline format i.e. face to face interviews (N=32). Respondent were asked to judge the factors or statements through a five-point scale ranging system. The data were coded and analyzed thematically. The codes were extracted under the main theme of work–life balance. These were: “time management”, “balancing of multiple life roles”, and “satisfying family and professional life” etc

MEASURE:

The balance between work and family was quantified using the Work-FamilyConflict Scale (Netemeyer et al 1996). The factor scale comprises work-to-family conflicts like the demands of my workinterfere with my home and family lifeand family-to-workconflicts like delay in doing things at work due to demands on my time at home. The level of consent on each statement was rated on a 5-point response format ranging from strongly agree (1) to strongly disagree (5). Totalsum of the scale was computed and higher scores showed higher levels of work-family conflict.

Manager and Colleagues support was calculated with a factor scale (Caplan RD et al 1975). Sample items consistsstatements like “My manager is attentive about the welfare of those who work under him or her”

and “I can totally rely on co-workers when I need help” Response to each item was rated on a 5-point scale ranging from “Very true” (1) to “Not at all true”(5). Higher scores shows greater levels of support frompeers or supervisors.

Organizational support was measured with the Survey ofPerceived Organizational Support (Eisenberger R, Huntington R et al 1986). The scale consistsitems like “The safeguarding of employees is a high priority to work administration”and “I am more productive and more efficient as a result of my work conditions”. A 5-point Likert-type scale from “stronglyagree” (1) to “strongly disagree” (5) was used to collect thelevel of agreement with each statement. Total sum of thescale was used in the analysis, and higher scores indicategreater levels of organizational support.

Crucial parameters like discrimination based on colour or caste, age, gender, sexual harassment, work freedom was evaluated using statements such as “Do you feel anyway prejudiced against your gender or sex “, “Were you intimidated or harassed in anyway during recent year”. Responses were coded using a 4-point Likert-type scale ranging from “Yes” (1) to “Don’t know”(4). Total sum of the scale was calculated, with higher scores indicating greater issues in the areas.

Analytic Strategies:

Descriptive and bivariate analyses were carried out to evaluate the features of the sample and correlations amongstudy variables. Correlation models were measured with background demographic variables like age,gender, marital status, salary and education, work and family conflicts and workplace social support like co-worker support, manager support, and organizationalsupport. The interaction term between work-familyconflict and each of the workplace social support measures were included in the model. In computing interaction terms,centred scores were used to avoid issues of lack of scaleinvariance and to minimize the multi-collinearity betweenthe main effects and interaction terms. To ensure the sufficiencyin the ratio between the numbers of predictor variablesand the sample size, each interaction term was entered separately.

III. Results:

Descriptive Characteristics:

Demographic and background data collected (and coded) on participants includes marital status (1 = single, 2= married), parental status (1 = nochildren, 1 = one child, 2 = more than one), age (1 = below 30 Years, 2 = 31-40 Years, 3 = 41-50 Years, 4 = above 50 Years), education (1 = graduate, 2 = post-graduate) and tenure in the current organization (in years). Means, SDs, for all factors used in the analyses are shown in Table 1.

Our current study contains data of 48 women professionals in media industry, out of which 33 (68.7%) were from Bengaluru city, 15 (31.3%) were from Mysuru city. The data also showed 39 (81.2%) were working in print media sector, and 9 (18.8%) were working in electronic media sector. In terms of managerial hierarchy, 47.9 % were at senior editor and sub editor level, 52.1 % at middle reporter and correspondent level. The respondents were concentrated in the age group of Below 30 (39.5%), followed by the age group of 31-40 (37.5%). Nearly nineteen percent of the respondents were in the age group of 41-50 and only 4 per cent were in the age group of 51 and above. Most of the participants 66.7% were married and 33.3% of the participants were single. About77 % of the women employees were living in nuclear families and the remaining 23 % were living in a joint family system. A large group of participants either had one (31.2%) or two (33.3%) children and rest 35.5 % had no children. With regards to the profession of their spouses, a substantial percentage, i.e., 67 per cent were either in service or in the business sector.

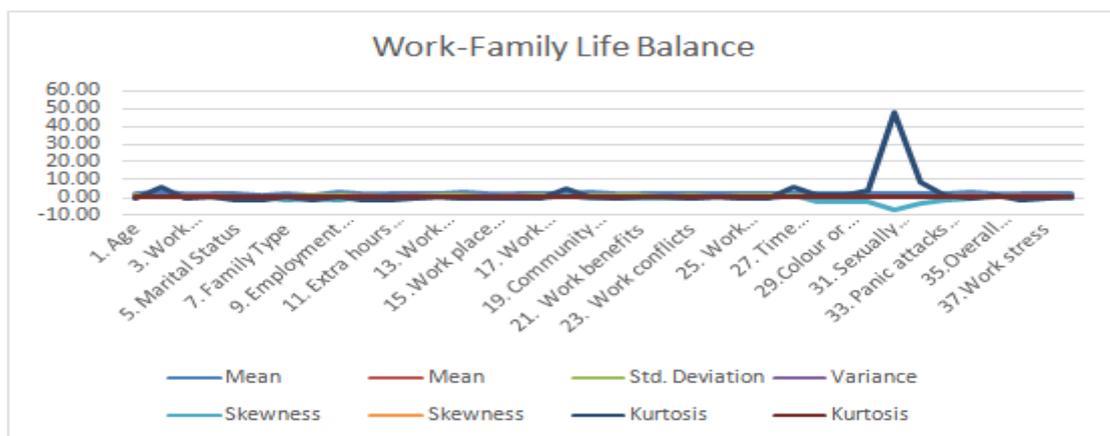


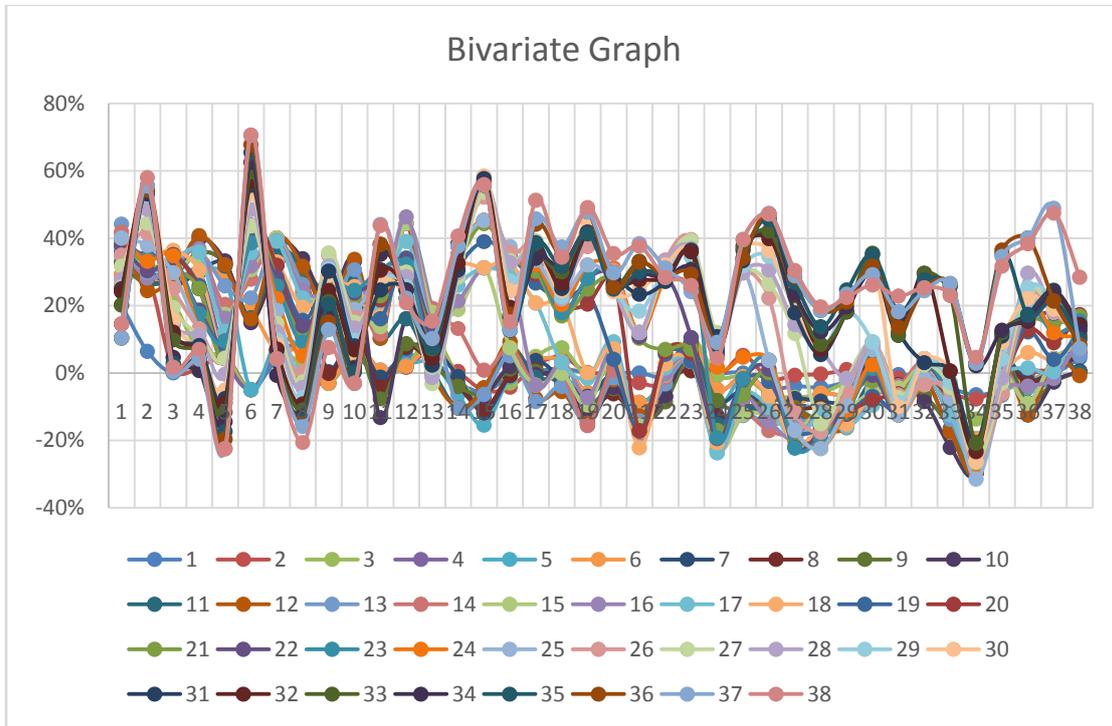
Figure 1: Work-Family Balance Chart

Table 1: Descriptive Statistics

Descriptive Statistics	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
1. Age	1.88	.125	.866	.750	.660	.343	-.350	.674
2. Professional Qualification	2.83	.075	.519	.270	.723	.343	5.748	.674
3. Work Experience	2.42	.148	1.028	1.057	.173	.343	-1.064	.674
4. Present Salary	2.48	.191	1.321	1.744	1.001	.343	-.194	.674
5. Marital Status	1.67	.069	.476	.227	-.730	.343	-1.533	.674
6. Spouse Income	1.33	.069	.476	.227	.730	.343	-1.533	.674
7. Family Type	1.77	.061	.425	.180	-1.331	.343	-.241	.674
8. No of children	.98	.121	.838	.702	.040	.343	-1.581	.674
9. Employment Type	3.31	.116	.803	.645	-.895	.343	-.012	.674
10. Work Shift	2.00	.188	1.305	1.702	.660	.343	-1.432	.674
11. Extra hours to work	1.65	.070	.483	.234	-.630	.343	-1.675	.674
12. Time for personal-family events	2.52	.143	.989	.978	.009	.343	-.982	.674
13. Work interference with family needs/personal life	2.06	.124	.861	.741	.504	.343	-.268	.674
14. Family interference with work	2.98	.121	.838	.702	-.187	.343	-1.016	.674
15. Work place self-value	1.90	.091	.627	.393	.075	.343	-.365	.674
16. Employees safety	2.31	.143	.993	.985	.003	.343	-1.128	.674
17. Work conditions	2.44	.119	.823	.677	-.031	.343	-.454	.674
18. Pleased to work under current employer	2.19	.102	.704	.496	1.244	.343	4.399	.674
19. Community Based Activities	3.02	.117	.812	.659	-.786	.343	.610	.674
20. Work freedom	2.40	.125	.869	.755	-.071	.343	-.664	.674
21. Work benefits	2.71	.130	.898	.807	-.111	.343	.144	.674
22. Employee welfare	2.10	.080	.555	.308	.055	.343	.333	.674
23. Work conflicts	2.19	.125	.867	.751	.028	.343	-.937	.674
24. Career advancement	2.42	.102	.710	.504	.307	.343	.008	.674
25. Work relationship with colleagues	2.40	.118	.818	.670	.107	.343	-.397	.674
26. Job security	2.54	.123	.849	.722	-.462	.343	-.427	.674
27. Time Management	1.81	.110	.762	.581	1.538	.343	5.260	.674
28. Stress management programs	1.83	.054	.377	.142	-1.847	.343	1.471	.674
29. Colour or caste discrimination at work	1.83	.054	.377	.142	-1.847	.343	1.471	.674
30. Gender prejudice at work	1.88	.048	.334	.112	-2.342	.343	3.633	.674
31. Sexually harassment at work	1.98	.021	.144	.021	-6.928	.343	48.000	.674
32. Age discrimination at work	1.92	.040	.279	.078	-3.113	.343	8.025	.674
33. Panic attacks at work	1.81	.057	.394	.156	-1.653	.343	.764	.674
34. Overall physical effort	2.81	.165	1.142	1.305	.027	.343	-1.108	.674
35. Overall health condition	2.33	.086	.595	.355	1.005	.343	.943	.674
36. Sleeping problems	2.42	.163	1.127	1.270	.310	.343	-1.294	.674
37. Work stress	2.40	.145	1.005	1.010	.429	.343	-.878	.674
38. Work Satisfaction	1.81	.082	.571	.326	-.008	.343	-.091	.674

Correlations among Study Variables:

Table 2 and Graph 2 shows the bivariate correlations among study variables. Work interference with family were positively associated with stress ($r = 0.364, p < 0.001$) and negatively associated with employment type ($r = -0.429, p < .001$). The correlation coefficient of career advancement with respect to work conditions ($r = 0.337, p < 0.005$), work freedom ($r = 0.313, p < 0.005$), work benefits ($r = 0.295, p < 0.005$), job security ($r = 0.50, p < 0.001$), work stress ($r = 0.337, p < 0.001$) whereas negatively associated with age ($r = -0.364, p < 0.005$). However, the study also showed a positive association among sleeping problems with extra work hours ($r = 0.589, p < 0.001$), work stress ($r = 0.528, p < 0.001$), work relationship with colleagues ($r = 0.394, p < 0.001$), employee welfare ($r = 0.507, p < 0.005$).



- 1. Age , 2. Professional Qualification, 3. Work Experience, 4. Present Salary , 5. Marital Status, 6. Spouse Income, 7. Family Type,
- 8. No of children, 9. Employment Type, 10. Work Shift, 11. Extra hours to work, 12. Time for personal- family events, 13. Work interference with family needs/personal life, 14. Family interference with work, 15 .Work place self-value, 16. Employees safety, 17. Work conditions,
- 18. Pleased to work under current employer, 19. Community Based Activities, 20. Work freedom, 21. Work benefits, 22. Employee welfare, 23. Work conflicts, 24. Career advancement, 25. Work relationship with colleagues, 26. Job security, 27. Time Management, 28. Stress management programs, 29. Colour or caste discrimination at work, 30. Gender prejudice at work, 31. Sexually harassment at work, 32. Age discrimination at work, 33. Panic attacks at work, 34. Overall physical effort, 35. Overall health condition, 36. Sleeping problems, 37. Work stress, 38. Work Satisfaction

Graph 2: Bivariate Analysis Chart

Table 2: Bivariate Co-efficient Matrix

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
1	1	.284	.705**	.165	.206	-.206	.152	.319*	-.004	.207	.515**	.177	.211	-.121	-.181	-.053	.019	.074	.004	.470**	.403**	-.061	.117	-.364*	-.319*	-.253	-.165	-.196	-.130	.018	-.021	-.044	-.195	-.282	-.206	-.316*	-.309*	.210
2	.284	1	.053	-.098	-.315*	.315*	.113	-.057	-.128	.031	-.325*	-.117	.167	-.139	.011	-.145	.075	.204	.362*	.464**	-.106	-.086	.165	-.039	.209	.161	.134	.181	.181	.123	-.047	.049	-.052	-.054	.046	.012	.048	.108
3	.705**	.053	1	.210	.290*	-.290*	.028	.159	-.006	.000	-.296*	.012	.234	-.064	-.129	.057	.107	.154	-.062	-.332*	-.211	.071	.125	.418**	-.251	-.240	-.278	-.256	-.147	.217	-.227	.049	-.118	-.258	-.093	-.116	-.328*	.063
4	.165	-.098	.210	1	.327*	-.327*	.390**	.240	.337**	.173	.038	.000	-.195	-.318*	-.093	.127	-.040	-.236	-.188	-.039	-.364*	-.273	-.043	-.195	-.356*	-.369**	-.078	-.307*	-.178	-.006	.053	-.062	.314	-.249	.144	-.294*	-.354*	.122
5	.206	-.315*	.290*	.327*	1	1.000	.140	.835**	.000	.034	-.062	.015	-.259	-.231	-.119	-.045	-.163	-.254	-.367**	-.086	-.331*	.215	.309*	-.210	-.309*	-.333*	-.293*	-.198	-.198	.000	-.103	-.053	-.113	-.117	-.125	-.092	-.118	-.313*
6	-.206	.315*	-.290*	-.327*	1.000	1	-.140	.835**	.000	-.034	.062	-.015	.259	.231	.119	.045	.163	.254	.367**	.086	.331*	-.215	.309*	.210	.309*	.333*	.293*	.198	.198	.000	.103	.053	.113	.117	.125	.092	-.118	.313*
7	.152	.113	.028	.390**	.140	-.140	1	.166	.152	.115	-.093	.189	.426**	.373**	-.331*	-.028	-.011	-.280	-.048	.441**	-.179	.013	-.112	-.171	-.162	-.238	.062	-.111	-.111	-.056	-.080	.015	-.135	-.222	.224	-.330*	.381**	-.005
8	.319*	-.057	.159	.240	.835**	.835**	.166	1	-.022	.156	-.124	.013	-.264	-.122	.036	.008	-.110	-.137	-.187	-.222	.404**	.142	-.229	-.200	-.236	-.343*	-.140	-.079	-.146	-.085	-.004	-.008	-.076	-.093	.071	-.036	-.041	-.231
9	-.004	-.128	-.006	.337*	.000	.000	.152	-.022	1	-.081	-.147	.032	.429**	.433**	.151	.088	-.018	.120	.088	.063	-.048	-.218	.189	.215	.002	.152	.028	-.176	-.035	-.089	.057	-.261	-.147	-.120	.089	-.241	-.104	-.241
10	.207	.031	.000	.173	.034	-.034	.115	.156	-.081	1	-.236	.264	-.152	-.273	-.026	.033	-.040	.069	-.201	.019	.418**	.088	.038	-.276	.379**	-.115	-.064	-.087	-.173	-.195	.113	-.058	-.248	-.014	-.055	.159	.389**	.343*
11	.515**	-.325*	.296*	.038	-.062	.062	-.093	-.124	-.147	-.236	1	-.318*	.054	.454**	.086	.280	-.030	-.113	-.035	.240	.051	.220	.111	-.057	.039	-.145	-.011	.019	.019	-.016	-.108	.250	.202	.378**	.123	.589**	.251	-.014
12	.177	-.117	.012	.000	.015	-.015	.189	.013	.032	.264	.318*	1	-.314*	.423**	-.357*	.069	-.260	-.174	-.305*	-.146	.031	.093	-.042	-.225	-.108	-.014	.048	-.048	-.105	-.121	.078	.006	-.290	.514*	-.084	.409**	.554**	-.049
13	.211	.167	.234	-.195	-.259	.259	.426**	-.264	.429**	-.152	.054	.314*	1	.592**	-.067	-.198	-.039	.086	-.032	.023	-.058	-.148	-.187	-.113	-.217	-.135	-.144	.098	.164	.028	.011	.111	.161	.142	-.125	.148	.364*	.284
14	-.121	.139	-.064	-.318*	-.231	.231	.373**	-.122	.433**	-.273	.454**	.423**	.592**	1	.239	.110	.199	.223	.001	.099	-.037	.096	.005	-.021	.012	-.103	-.173	.056	.124	-.085	-.004	.083	.246	.463**	-.028	.550**	.414**	.125
15	-.181	.011	-.129	-.093	-.119	.119	-.331*	.036	.151	-.026	.086	.357**	.067	.239	1	.464**	.544**	.623**	.255	.194	-.017	.032	.350*	.387**	.289*	.228	.047	.105	.015	.038	-.024	-.051	.005	.299*	-.019	.364*	.371**	.004
16	-.053	-.145	.057	.127	-.045	.045	-.028	.008	.088	.033	.280	.069	-.198	.110	.464**	1	.506**	.188	.097	.051	-.087	.017	.598**	-.038	.185	-.079	-.118	-.028	-.256	-.136	-.251	.019	-.119	-.022	.180	.224	-.212	.106
17	.019	.075	.107	-.040	-.163	.163	-.011	-.110	-.018	-.040	-.030	-.260	-.039	.199	.544**	.506**	1	.369**	.241	.110	.032	.084	.330*	.337*	.053	.232	-.002	-.034	-.034	-.029	.078	-.116	-.070	.361*	.174	.235	.069	.224
18	.074	.204	.154	-.236	-.254	.254	-.280	-.137	.120	.069	-.113	-.174	.086	.223	.623**	.188	.369**	1	.067	-.089	-.181	.058	.359*	.138	.164	.182	-.052	-.201	.040	.102	.039	.081	.206	.098	.000	.194	.133	-.175
19	.004	.362*	-.062	-.188	-.367*	.367*	-.048	-.187	.088	-.201	-.035	.305*	.032	.001	.255	.097	.241	.067	1	-.133	.184	.137	.448**	.169	.436**	.230	.178	.429**	.151	.010	-.178	.008	.012	.326*	-.015	.269	.381**	.055
20	.470**	.464**	.332*	-.039	-.086	.086	.441**	-.222	.063	.019	.240	-.146	.023	.099	.194	.051	.110	-.089	-.133	1	.342*	.045	.097	.313*	-.165	.136	-.110	-.119	.011	-.046	.237	-.124	-.027	.291*	-.055	.024	.182	.239
21	.403**	-.106	-.211	-.364*	-.331*	.331*	-.179	.404**	-.048	.418**	.051	.031	-.058	-.037	-.017	-.087	.032	-.181	.184	.342*	1	.020	.044	.295*	.537**	.490**	.509**	.294*	.231	.230	-.048	.155	.203	-.137	.027	.102	.201	-.026
22	-.061	-.086	.071	-.273	.215	-.215	.013	.142	-.218	.088	.220	.093	-.148	.096	.032	.017	.084	.058	.137	.045	.020	1	.135	-.113	.188	.058	-.104	.085	-.119	.072	-.238	.057	-.298	.334*	.021	.507**	.115	-.139
23	.117	.165	.125	-.043	-.309*	.309*	-.112	-.229	.189	.038	.111	-.042	-.187	.005	.350*	.598**	.330*	.359*	.448**	.097	.044	.135	1	.009	.313*	.148	-.010	-.098	-.098	.083	-.308*	-.022	-.206	-.007	-.206	.158	-.209	.073
24	-.364*	-.039	.418**	-.195	-.210	.210	-.171	-.200	.215	-.276	-.057	-.225	-.113	-.021	.387**	-.038	.337*	.138	.169	.313*	.295*	-.113	.009	1	.260	.500**	.226	-.133	.027	.045	.294*	-.250	.057	.335*	.017	.098	.420**	-.223
25	-.319*	.209	-.251	-.356*	-.309*	.309*	-.162	-.236	.002	.379**	.039	.108	-.217	.012	.289*	.185	.053	.164	.436**	-.165	.537**	.188	.313*	.260	1	.358*	.394**	.426**	.081	.185	-.289*	.054	-.029	-.147	.029	.394**	.219	-.339*
26	-.253	.161	-.240	.369**	-.333*	.333*	-.238	-.343*	.152	-.115	-.145	-.014	-.135	-.103	.228	-.079	.232	.182	.230	.136	.490**	.058	.148	.500**	.358*	1	.226	.222	.222	.094	.268	-.075	.119	.217	-.028	.093	.292*	-.005
27	-.165	.134	-.278	-.078	-.293*	.293*	.062	-.140	.028	-.064	-.011	.048	-.144	-.173	.047	-.118	-.002	-.052	.178	-.110	.509**	-.104	-.010	.226	.394**	.226	1	.111	.185	.324*	-.036	.225	.022	-.310*	.141	.068	.016	.064
28	-.196	.181	-.256	-.307*	-.198	.198	-.111	-.079	-.176	-.087	.019	-.048	.098	.056	.105	-.028	-.034	-.201	.429**	-.119	.294*	.085	-.098	-.133	.426**	.222	.111	1	.400**	.000	-.065	.067	.072	.173	.063	.217	.347*	.049
29	-.130	.181	-.147	-.178	-.198	.198	-.111	-.146	-.035	-.173	.019	-.105	.164	.124	.015	-.256	-.034	.040	.151	.011	.231	.119	-.098	.027	.081	.222	.185	.400**	1	.507**	.326	.472**	.358*	.074	.253	.184	-.122	-.049
30	.018	.123	.217	-.006	.000	.000	-.056	-.085	-.089	-.195	-.016	-.121	.028	-.085	.038	-.136	-.029	.102	.010	-.046	.230	.072	.083	.045	.185	.094	.324*	.000	.507**	1	-.055	.570**	.141	-.230	.214	-.141	-.103	-.125
31	-.021	-.047	-.227	.053	-.103	.103	-.080	-.004	.057	.113	-.108	.078	.011	-.004	-.024	.251	.078	.039	-.178	.237	-.048	-.238	.308*	.294*	-.289*	.268	-.036	-.065	.326*	-.055	1	-.044	.304*	.234	.083	-.207	.205	.210
32	-.044	-.049	.049	-.062	-.053	.053	.015	-.008	-.261	-.058	.250	.006	.111	.083	-.051	.019	-.116	.081	.008	-.124	.155	.057	-.022	-.250	.054	-.075	.225	.067	.472**	.570**	-.044	1	.435**	-.117	.043	-.090</		

Minnotte et al 2012) than men or showing little difference in work-family balance by gender (Zhang et al 2012). These observations require continued attention given research findings that women continue to devote more time to family responsibilities than men (Fagan and Press et al 2008, Sarkisian and Gerstel et al 2004)

Media employees having children at home is associated with greater negative impact of the compressed work schedule. As child care is crucial responsibility of working parents it usually is a short-term challenge implying once it is fixed it does not continue to remain as a challenge. Whereas unplanned family demands like child's illness naturally hinder scheduling time off and hence potentially result in increased stress for parents. Strangely there was no vital difference in positive behaviour about the compressed work schedule when comparing employees with children in the home with those with no children in the home showing that although the negative impact might be higher. The employees with children in the home still generally look at the use of compressed work schedules in positive ways. Similarly the presence of children in the home is associated with lower levels of work-family balance.

Prior research shows that compressed work schedules will be advantageous to younger employees (Kim and Wiggins et al 2011) the current study finds that age is not an indicator of satisfaction with the schedule. Despite there has been some concern about the physical effect of the longer workdays on older employees (R. E. Allen and Hawes et al 1979) no major difference by age was found in the influence of compressed work schedule or the behaviour toward the compressed work schedule. Organizations that plan to apply such programs should consider extending the program to employees of all ages.

Work-family conflicts were found to pose an important risk to the mental health of journalists. The present research emphasizes work-family difference as a significant cause to job stress that increases to mental distress. The challenge of work-family conflicts has been addressed in various work settings, however, little is known about how it plays its role in media industry. The findings not only identified the sources of stress but also provide different ways to protect and promote the mental health and well-being of home journalist at individual, interpersonal, and organizational levels.

Research findings from the current study call attention to intervention efforts to help journalists to balance between their work and family. Specific types of supervision and leadership style have been advised to reduce work-family conflict of employees. For an instance, family-supportive supervision or work-family specific supervision was found to be effective in reducing work-family conflict. Transformational leadership method has been suggested to reduce work-family conflict and to enhance psychological well-being among employees in normal media settings. Interpersonal relationship is a unique attribute of journalists and positive relationships among them often promote the job motivation. Organizational support is also widely known to be influential in determining job motivation and satisfaction.

Some limitations to the present study should be noted. Primary concern is that the sample size was small. Hence, the generalizability of the findings is limited. Nevertheless, due to the cross-sectional study design, causality cannot be drawn from the findings. Further study should utilize a more representative sample and longitudinal study design. Although the overall psychometric properties of the questionnaires employed in the present study are acceptable, there is always a room for improvement.

In conclusion, Our findings calls for media organization to create a flexible work schedule and more family friendly policies in the workplace that support women in the early stage of their career, especially those who are tussling to balance the years of gaining tenure at work with child birth and rearing. Child care facilities must be provided at or near the place of work, so that nursing mothers can easily navigate between attending to dependent children and work commitments. Intervention programs must be put in place to help reduce occupational stress caused by work-family role conflict. These measures will aid in advancement of underrepresented women in media.

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