WORK-LIFE BALANCE

Annotated Bibliography

Beigi, M.; Wang, J. & Arthur, M. (2017). Work-family interface in the context of career success: A qualitative inquiry. *Human Relations, 70*(9), 1091-1114. doi: **10.1177/0018726717691339.**
http://journals.sagepub.com/doi/abs/10.1177/0018726717691339

> This qualitative study explores the work-family interface (WFI) of 28 distinguished professors at a higher education research institution. By interrogating the WFI of those who have had significant career success, the authors seek to expose the components of managing work and personal life. The study reveals that seven superordinate themes were true across all 28 subjects: intrinsic motivation for work, spouse support, parenthood, long non-traditional work hours, work benefits, personal life and family involvement, and managing an intense period. These findings are not generalizable across all academics, but offer a glimpse at factors that lend to successful WFI. Further limitations to this particular study is the lack of sex/gender diversity in the subjects.

Churchill, M. (2011). Beyond the 'company man' model: rethinking academic administration for work-life balance. *On Campus with Women, 40*(1).
http://archive.aacu.org/ocww/volume40_1/fromwhereisit.cfm?section=2

> The author offers a first-hand account of the difficulty for academic women to balance academic work with parenthood. The article points out the differential likelihood for men in administrative positions in higher education to have children as compared to women. In some instances, women will forego promotions which will require more time away from home, in order to prioritize their life at home. The author calls for a change in workplace culture that values the quality of work and innovation, rather than hours logged on the job.

Kalliath, T.; Brough, P. (2008) Work-life balance: a review of the meaning of the balance construct. *Journal of Management and Organization, 14*(3), 323-327. **doi:10.1017/s1833367200003308.**
http://search.proquest.com.proxy1.cl.msu.edu/docview/233254631

> Authors argue that without a widely accepted definition of work-family/life balance, research on this topic is difficult to validate empirically. The article reviews the six most common definitions of work-life balance. 1) Multiple roles: work and non-work roles can blend (positively and/or negatively) into one another. 2) Equity across multiple roles: equal time and satisfaction spent on both work and non-work roles. 3) Satisfaction between multiple roles: focuses on the equality of satisfaction among roles with

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minimal experience of role conflict. 4) Fulfilment of role salience between multiple roles: the importance of each role can change over time/circumstance – shifting priorities. 5) Relationship between conflict and facilitation: the absence of conflict and presence of facilitation between roles. 6) Perceived control between multiple roles: ability, or perceived ability, to have autonomy over multiple role demands. The authors propose this definition of work-life balance: "Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities."

Khallash, S. & Kruse, M. (2012). The future of work and work-life balance 2025. *Futures, 44*(7), 678-686. doi: 10.1016/j.futures2012.04.007
http://www.sciencedirect.com.proxy1.cl.msu.edu/science/article/pii/S0016328712001085

> Article focuses on European nations, with particular focus on Scandinavian countries, and the ways in which work and work-life balance will significantly shift by the year 2025. Authors argue the future of work will be dependent upon the economy and the way welfare issues are handled. Caution is given from using Denmark as a case in best-practice because of the many factors that will prove difficult in the next 10 years, including an aging population and dwindling resources. The authors also define work-life balance as not only external pressures on one's time, but also the internal pressures for self-motivation and personal satisfaction in work and personal performance.

Perrakis, A. & Martinez, C. (2012). In Pursuit of Sustainable Leadership: How Female Academic Department Chairs with Children Negotiate Personal and Professional Roles. *Advances in Developing Human Resources, 14*(2), 205-220. doi: 10.1177/1523422312436417
http://journals.sagepub.com.proxy1.cl.msu.edu/doi/full/10.1177/1523422312436417

> This phenomenological study of 10 qualitative interviews explores how tenured female faculty who have children negotiate professional roles as academic chairs with their personal lives. In order to minimize career aspiration strain, the findings revealed that workplace interventions were critical in maintaining this population's leadership. Projected solutions include: "role management, mentorship from deans, and sustainability of a lifestyle conducive work-life balance." According to the article, women hired into faculty positions is on the rise, but that fewer tenured women faculty than tenured men hold administrative positions. Only 34% of full-time faculty with tenure are women – tenure often being a pre-requisite of holding dean level or higher positions. Deans offering flexible work arrangements was one way that helped the participants manage work-life balance. Call to conceptualize work-life *sustainability* rather than work-life balance.

Sapey, E. (2015). Work-life balance in academic medicine. *The Lancet, 385*. **doi: 10.1016/s0140-6736(15)60322-1** http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(15)60322-1/fulltext

> The author relays her personal experience with balancing her life and work in academic medicine in the UK. In order to retain and recruit women into academic medicine, the author argues for being realistic about an achievable work load; increasing the "right kind of" mentoring opportunities; and creating collaborative and supportive links between women to learn from one another.

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