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<b>Article:</b>	<b>Performance and Marital Status: A Study on Employees of Public Sector Universities of Sindh, Pakistan.</b>
<b>Author(s):</b>	Faiq Gul Memon MS scholar, Department of Public Administration SALU Khairpur Mirs.
	Syed Muneer Ahmed Shah Prof., Department of Public Administration SALU Khairpur Mirs
	Nazar Hussain Associate Prof. Department of Public Administration SALU Khairpur Mirs
	Faiza Memon Lecturer Shah Latif Girls College Latifabad, Hyderabad, Sindh
	Saifullah Memeon Assist. Prof., Department of Information Technology, QUEST Nawabshah
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<b>Author(s) Note:</b>	Faiq Gul Memon is a MS scholar at Department of Public Administration SALU Khairpur Mirs.
	Syed Muneer Ahmed Shah is serving as a Professor at Department of Public Administration SALU Khairpur Mirs
	Nazar Hussain is serving as an Associate Professor at Department of Public Administration SALU Khairpur Mirs

**Author(s) Note:**

Faiza Memon is serving as a Lecturer at Shah Latif Girls College Latifabad, Hyderabad, Sindh

Saifullah Memeon is serving as an Assistant Professor at Department of Information Technology, QUEST Nawabshah

## **ABSTRACT**

In academic side of the education sector the workforce is declining day by day, for which the many researchers discovered the various reasons which affect the performance of an employee, among which the marital status is key factor for the performance of employee. To evaluate the impact of marital status on performance of employees of public sector universities of Khairpur Mirs district the present study was designed. Majorly the four variables were targeted in this study, Marital status, job performance, family responsibilities and perception of marital status. Sample collected from 339 participants (who responded to the questionnaire) and analyzed through (SPSS) software version .25. The reliability analysis for data was performed by Cronbach's Alpha technique, while the hypotheses were checked by Regression Analysis (which includes the Model Summary, Coefficient and ANOVA) and Pearson Correlation method. On the basis of all analysis it was concluded that marital status has a positively significant impact on the job performance. However, the results and conclusions find out by this study will be helpful for the HR (Human Resource) Managers to prefer the employees for the job after being married.

**Keywords:** education sector, marital status

## **Introduction**

In currently technological and developing society the managing of professional and personal life has become a challenge for working women as well as men. However in present society to manage a stressful/hectic job and also give a quality time with family is undeniably become a main challenge (Georgeta Panisoara, Mihaela Serban 2012) for working women as well as men.

Wide research has been previously published in last decades which recommend that, beyond the marital (married or unmarried) and gender (male and female) difference employees utilize exceptional standard values for job evaluation (Geydar et al., 2020). The female representators keep extra enticement on the open door for their self-expression by focusing on social component of job (Wilson, 2018). Research by Lips (Lips, 2020) shows that women are more likely to work with better representatives than their male counterparts, while men, on the other hand, believe in the opportunity to influence important decisions and direct the work of others as more important. The job performance theory, 'which states that male and females have different business-related qualities' is strengthen in literature by frequently existing conformations (Oshagbemi, 2000). The main context of job performance theory is that, the performance could be periodic, behavioral, assessable and multidimensional. According to study, the performance of a job can be defined as the sum of the set of different behaviors that each person performs over a regular period of time. The significant element of proposed theory is that, it identifies the different skills such as knowledge, professional habits, working qualities and characteristics) relevant to job performance are different (Motowildo, 1997).

Comparing the unmarried man and a married man, an unmarried man earns considerably higher levels of performance and is more likely to be able to increase or improve. It is find out that controlling the choices made by divorce decisions, the magnitude of the effect on the marriage decreases and in most cases it remains constant.

The basic focus of the present study is to evaluate the relation between the marital status and job performance of staff within various universities. This study will look at the premium for the existence of marriage among employees, marital status and their family values, and how much the price of marriage premium differs for single and married employees, as well as among the employees with different wards and all more importantly. The main purpose of the study will focus on analyzing and evaluating the performance of the work of a married man / woman and a single man / woman keeping in view their social and family responsibilities.

## **Objectives**

The present study was aimed to study the impact of the marital status on the job performance higher education institutions (Public Sector Universities). The objectives were settled in context of gender, family responsibilities and perception of job performance.

## **Literature Review**

The performance of any employee at their work place and environment is termed as their job performance. The many of the researchers has been describe the job performance as the capability of an employee to achieve his goals as well as to fulfil the requirements of management (Gloet, 2006; Lewis, 1999; Mathis and Jackson, 2011), previously studies has also report the job performance as the key factor for the productivity, competency, effectiveness, progress and successes of any organization. The employees (married or unmarried) performance has a core impact/role in the uplifting of any organization (Otley, 1999). The achievements and organizational eminence and administrative achievements are relay on the staff's performance level, as much as good is the staff performance, the achievements and reputation of organization will be good.

The organizational behavior impact on the performance of employee is not related to their gender and marital status. The performance is effected by the organizational variables irrespective to marital status/gender of the employees Gangwar, Neha (2017).

In Pakistan's educational environment it is to observed and concluded that, the employees have grip on their concern job performance and routine work. Generally the majority of people think that academic employees are not much dedicated for their job. This concludes that, the academicians who are responsible to create the compilation of precious communal essential values, such as, allegiance, integrity, inconspicuous nature, legendary peoples, endurance, rapidity, liability, and devotion are not dutiful and devoted to their work jobs.

The vista of any educational organization is based on the organizational academic framework, the efficiency, attention; goals are the basic components which make a good organizational academic framework, however the higher organization of the academic framework is collectively relies on the devotion, aims, dedication to work, and knowledge of the academicians (Noordin and Jusoff, 2009)

For development of any educational institute, the goals and tasks of its authoritative management to be focused as basic component (Malik., 2010)", the behavior of academic employees in higher education institutions (universities) is crucial for the accomplishment or disenchantment of institution in playing out their capacities (Sattar.& .Nawaz, 2011). Various indicators for job fulfillment has been arranged by numerous analysts, such as job, advancement associates, administration and situations (Sokoya., 2000).

In a study by shaiful Anuar, et al, (2009) has discussed about the positive impact of gender on the job performance, in addition it was also deliberated that, at university level, the qualities of individuals (educators), behavioral activities, university organizational environment, university natural elements are basic components to strengthen the educational organization and accomplishment of university studies.

**Job Performance and Marital Status:** For married employees, the marriage is a basic component to build up their performance and efficiency. There is also a difference in the wages

of married and unmarried employees, in a study by Apostolou it stated that married male earn more wages (25-50%) than unmarried employees (Apostolou, Menelaos 2019).

Another study (Korenman and Neumark 1991) concluded that, under the settled unobservable the wages of married employee were larger even in controlling the selectivity into marriage. The study also reveals that the marriage premium increase parallel to the each passing year of marriage and more than 80% of the evaluated effect of marriage on earnings survived within the settled impacts estimation.

The previously reported reviews reveal that, the married men are supported by their marriage to expend profitable time in the market work (2001 Chun and Lee). In a study, the impact of women's working hours on husband's profit were studied and results did not find the considerable difference in income of the men whose spouses work in the market and those whose spouses are households Jacobsen and Rayack (1996). Keeping in view, they concluded because of the family profession the marital payment is not the sole benefit of men.

The several studies has been done in context to analyze the relation between the marriage premium, male spending work hours on job, males premium with and without working wives, results revealed after the large studies were not correlating in the all aspects(Jacobsen and Rayack, 1996) marriage supports the men to spend more time at working job (Hersch and Stratton ,2000) similarly agree that the marriage premium cannot be clarified with the household specializations and they claim that working wives may influence the time the husband spends on household work the other way.

**Gender and Job Performance:** The gender equality of the workforce may play an influential role, with the potential to find it to be the most important predictor of work for men and the opportunity to make strong predictions of work for women (Fiona Edgar by 2020). Married women are found to be less responsible compared to single / unmarried women because the origin of the marriage involves important social obligations in the workplace of women. In particular, the demands of parenthood can cause many women to lose interest in work. A headline study shows that mothers are abused by employers. (Blair-Loy, 2003; Crittendon, 2001), reviews also revealed about less compensation among mothers than most women without children (Anderson, Binder, & Krause, 2003; Budig & England, 2001), even in countries with a large proportion of children. uncommon values of gender equality, such as Norway (Hardoy & Schone, 2008).

In fact, in the analysis of the study, women with children were considered less focused and empowered in their work compared to women without children, and the content examined that, legal authorities found it highly questionable in women's applications. having children than women without children (Correll, Benard, & Paik, 2007). The same review also reports that the boy's status at work is not influenced by the parent's condition. In a recent study, it was found that mothers showed strong evidence that they had a unique ability and focus on work, while in the workplace inspectors abused them (Bernard and Correll, 2010).

Another reason to expect that individuals may abuse married women in business decisions, increasing the desire for outstanding family obligations (e.g., raising children) and less financial responsibility includes sexual exploitation. Since social responsibilities in marriage give women the role of supervisors over providers, married women may be considered more feminine than other women, and common situations within the category will likely provoke fundamental tensions (Sharma, Sakshi, and Rajvir). 2019).

**Job Performance and Family Responsibilities:** As the society gets a major change and globally it seems that the employment for women either single or married has increased, which leads to the possessiveness of having women contribution in the workplaces at various institutions. While on other hand, such working women representatives faced the challenges to balance the professional and personal life as well, which in turn lead to the increase in health issues for them.

In last decades it was found, problems at workplace are identified as key driver of disturbance for employed women (married or unmarried). The reason behind it is “dual work for the married and single representatives”. In national level study in United States it was confirmed by the 60% working women that employment responsibilities are source for a difficulty in proper fulfillments the family requirements (Reich & Nussbaum, 1994).

The word anxiety may be a specific problem for professional females to some degree on account of sex-particular occupation stressors, such as sex aggregations and difficulties in attending the work and family (Swanson, N. 2000). The females who select to go up against the home and children responsibility may face the poor effects of the inescapable anxiety related with attempting to be "superwoman" (Nicholson, P.1995).

In the present era of professionalism and technology, the ratio of the female working representatives (married or unmarried) is frequently increasing at different work environments in Pakistan. In a study Najam& Ghazal describe that "The Pakistani females of today are in difficulty, females are sent to schools to accomplish, which they do and exceeds expectations her male cohorts in scholastic performance. Consequently she lands more lucrative position offers (Najam, N., & Ghazal, S. 1998).

The issue arises when a female gets married and having children, she faces the unpleasant situations to fulfill the prerequisites of her family and job. A study done by Haque and Sohail revealed that, in culture of Pakistan the marital status completely concern with the home and work stretch. The mother female respondents shows more worried when compared with non-mother (married) females (Haque, A., &Sohail, T. 1997).

Females having one or more kids with age five or more are poorly committed to their duties when compared with the females with kids of older age (six or above). The same findings were also published in study (Holohan, C. K., & Gilbert, L. A. (1979) about the kids (age and number) and maternal employment. The results show that the family conflict and job pressures are exceptionally prominent for the preschool kid’s parents. The number of kids has considerably effects the job commitment of females and also creates a positive relationship

between the number of kids and mental health of married females, which she speculated may be due to emotional and practical support given to mothers by older children.

### Hypotheses

- H1 In context of gender marital Status has the positive impact on Employees Job Performance at Public Universities of Khairpur.
- H2 There is positive and significant association between Marital Status and employees job performance at Public Universities of Khairpur in context of gender.

### Methodology

**Sampling (Participants):** The total population of sample was 2602 (participants) from five different universities of district Khairpur. The participants were the employed, married, unmarried, and married in single family, married in joint family.

Name of University	Number of employees
MUET- SZAB-Campus Khairpur	410
SALU-Khairpur	1720
Khairpur Medical College	133
Technical University	256
Agriculture University Khairpur	83
Total	2602

**Instrument:** The impact of marital status on employee's job performance a questioner was designed as instrument for the analytical study. The questionnaire was designed by five-Point Likert scale. Questionnaire was consists of thirty two 32 questions, in which Questions 01-14 were related to "Job Performance", questions 15-24 were based on "Family Responsibilities" and questions 25-32 belong to "Perception of Marital Status" variables.

**Procedure:** The 339 respondents were participate into the study and data collected through responses (manually or online) were analyzed by Statistical Packages for Social Sciences (SPSS) V-25. The different test were performed during the analysis in which the validity and reliability of questionnaire were also checked on the SPSS software.

### Statistical Analytical techniques

- Descriptive Analysis,
- Reliability Analysis,
- Regression Analysis
- Pearson correlation

### Results and Discussions



The data collected from the participants were processed through the SPSS version .25 to find out the results and present in tables and Bar charts. The following results were obtained after performing the various analyses on the collected data.

### Description and representation of data

The data collected from the 339 participants as sample size mentioned into the methodology were collectively described and represented (Table: 01) with different factors and variables which include the gender, marital status, type of family, age and qualification. The data mention in number with calculated participants cumulative percentage for each factor and variable.

**Table: 01** Description and representation of collected data.

<b>Gender</b>		
Gender	No. of Participants	Percentage (%)
Female	71	20.9
Male	268	79.1
Total	339	100.0
<b>Marital Status</b>		
Marital Status	No. of Participants	Percentage (%)
Unmarried	138	40.7
Married	201	59.3
Total	339	100.0
<b>Family type</b>		
Family type	Quantity	Per%
Nuclear/Single	240	70.8
Joint/Extended	99	29.2
Total	339	100
<b>Age</b>		
Age Limit	Quantity	Per%
26-30	60	17.7
31-40	112	33.0
41-50	159	46.9
51-60	8	2.4
Total	339	100.0
<b>Qualification</b>		
Qualification	Quantity	Per%
Graduate	31	9.1
Masters	123	36.3
MS/ MPhil	160	47.2
Ph.D.	25	7.4
Total	339	100.0

### Reliability Analysis

To find out the reliability of the designed questions were subjected to Cronbach's alpha measurement technique. While the question were designed on likert scale instrument, the cronbach's alpha test found as basic tool to measure the consistency of the questions, the value 0.70 or more of the alpha reliabilities are considered as good.

#### Individual reliability test for each variable.

To study the impact of marital status the different dependent and independent variables were set, such as "job performance, family responsibilities, perception of marital status". To evaluate the impact of each variable the certain number of questions was asked from the respondents against each variable.

To analyze the close ended responses from the participants the five point likert scale was used as measuring tool. The to measure the results of the individual independent variables, the questions in questionnaire were subjected to reliability test through cronbach's alpha, the obtained results are mentioned in the table. 02 bellow.

The results shows that the alpha value of **0.858**, **0.797** and **0.811** for each independent variable job performance, family responsibilities, perception of marital status respectively. The obtained values lies within the positive limit (standard) of cronbach's alpha which shows the reliability of the measurements of the variables.

**Table. 02:** Reliability measurements for each independent variable.

Independent variable	Cronbach's Alpha	No. of Items
Job Performance	0.858	8
Family Responsibility	0.797	10
Marital-Status	0.811	08

#### Total reliability test

The total reliability of whole data was also determined by the same above mentioned procedure, in which the all 32 questions were subjected to the analytical test for reliability measurement. Table 03 shows the results along with the summary of the collected data. The results show the 0.897 cronbach's alpha value against 32 questions responded from participants.

**Table. 03:** Total reliability test.

<b>Cases Summary</b>			
Cases		N	%
	Valid	339	100.0
	Excluded <sup>a</sup>	0	.0
	Total	339	100.0

a. Listwise deletion based on all variables in the procedure.

<b>Total Reliability</b>	
Cronbach's Alpha	N of Items
.897	32

### Factor Analysis

The Factors were designed on SPSS (version .25), in which the dimension reduction option was used along with different commands, after whole process the following tables were obtained to determine the factors.

The KMO and Bartlett's test was performed to analyze the impact of different factors i-e, employees job performance, family responsibility and perception marital status, the obtained results are mentioned into the table 04, and the total variance analysis for all factors is mentioned into table. 04 and the relation between the eignvalue and component number for all factors is mentioned into the figure.01. (Note. The communalities, component matrix, and total variance analysis results are mentioned into supporting document S3, S4 and S5 respectively).

**Table.04:** KMO and Bartlett's Test for EJP, FR and PMS

<b>KMO and Bartlett's Test</b>			
<b>Employees Job Performance</b>	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.724	
	Bartlett's Test of Sphericity	Approx. Chi-Square	3143.164
		Df	91
		Sig.	.000
<b>Family Responsibilities</b>	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.822	
	Bartlett's Test of Sphericity	Approx. Chi-Square	1938.815

		Df	45
		Sig.	.000
<b>Perception of Marital Status</b>	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.760	
	Bartlett's Test of Sphericity	Approx. Chi-Square	1294.437
		Df	28
		Sig.	.000

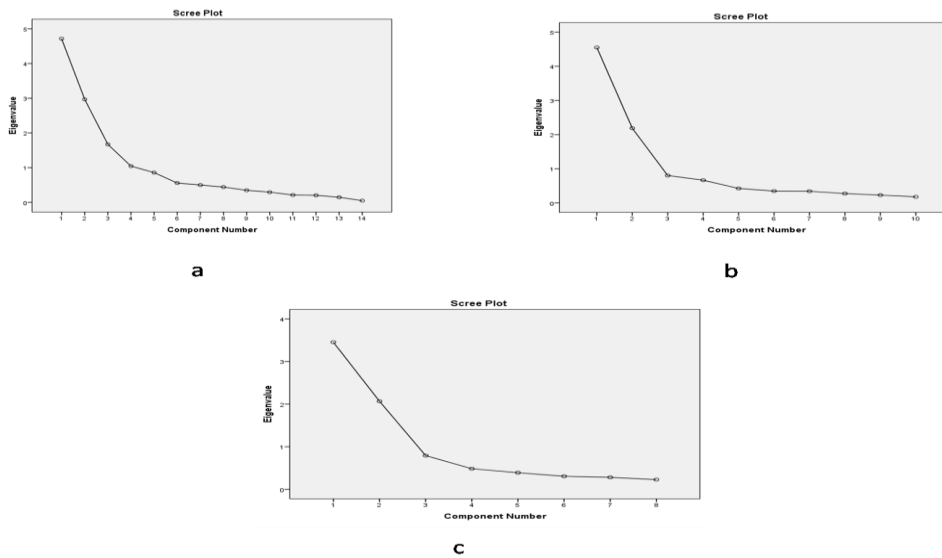


Fig. 01: Relation between the Eigenvalue and component number. (a) Employees Job Performance, (b) Family support, (c) Perception of marital status.

### 4.4 Regression analysis

#### 4.4.1 Model Summary

To process the regression analysis the model summary was designed for the various predictors (Gender and Marital Status) which are mention in below table. 05.

**Table.05:** Model Summary

<b>Model Summary (Gender)</b>					
Gender	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Male	1	.750 <sup>a</sup>	<b>0.563</b>	0.561	0.6550434
Female	1	.872 <sup>a</sup>	<b>0.76</b>	0.756	0.503879
<b>Model Summary (Marital Status)</b>					
Marital status	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Married	1	.807 <sup>a</sup>	<b>0.651</b>	0.649	0.60238151
Unmarried	1	.751 <sup>a</sup>	<b>0.565</b>	0.562	0.64670872

a. Predictors: (Constant), Marital Status

It represents the fitness of data, the data has the 56% male, 76% female, 65.10% married, and 56.50% unmarried contribution in order to estimate the job performance.

## ANOVA

The results obtain through the ANOVA analysis is shown in table. 06.

**Table. 06:** ANOVA analysis

ANOVA <sup>a</sup> (Gender)							
Gender	Model	Sum of Squares	df	Mean Square	F	Sig.	
Male	1	Regression	147.118	1	147.118	342.868	<b>.000<sup>b</sup></b>
		Residual	114.136	266	0.429		
		Total	261.254	267			
Female	1	Regression	55.468	1	55.468	218.468	<b>.000<sup>b</sup></b>
		Residual	17.519	69	0.254		
		Total	72.986	70			

a. Dependent Variable: Employees Job Performance

b. Predictors/ independent variable: (Constant), Marital Status

ANOVA <sup>a</sup> (Marital Status)							
Marital status	Model	Sum of Squares	df	Mean Square	F	Sig.	
Married	1	Regression	92.099	1	92.099	253.811	<b>.000<sup>b</sup></b>
		Residual	49.349	136	0.363		
		Total	141.448	137			
Unmarried	1	Regression	107.949	1	107.949	258.109	<b>.000<sup>b</sup></b>
		Residual	83.228	199	0.418		
		Total	191.178	200			

a. Dependent Variable: Employees Job Performance

b. Predictors: (Constant), Marital Status

Results obtained through ANOVA analysis comes with a variance between dependent and independent variable, however the results for male and female employee's performance investigation are significant. In addition the results are also considerably significant for calculating the job performance of married and unmarried employees.

### Coefficients

The coefficient analysis was performed and results are mention in following tables.

**Table.07:** Coefficient analysis (gender Model)

Coefficients							
Gen der	Mod el		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			B	Std. Error	Beta		
Male	1	(Constant )	-0.029	0.04		-0.719	0.473
		Marital Status	0.461	0.025	<b>0.75</b>	18.517	<b>0</b>
Fem ale	1	(Constant )	0.085	0.06		1.424	0.159
		Marital Status	0.502	0.034	<b>0.872</b>	14.781	<b>0</b>

a. Dependent Variable: Employees Job Performance

The results given above table shows the independent variable contribution, the beta value in male and female is 75% and 87.20% respectively with P value is .000. The results reflect a positive impact of marital status on job performance of employee.

**Table. 08:** Coefficient analysis (marital status Model)

Coefficients							
Marital status	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
Married	1	(Constant)	-0.028	0.052		-0.538	0.591
		Marital Status	0.478	0.03	<b>0.807</b>	15.931	<b>0</b>
Unmarried	1	(Constant)	0.011	0.046		0.242	0.809
		Marital Status	0.471	0.029	<b>0.751</b>	16.066	<b>0</b>

a. Dependent Variable: Employees Job Performance

The same in case of married and unmarried employees, which shows positive and significant impact of marital status on employee's job performance.

## Pearson Analysis

Correlations				
Gender			Employees Job Performance	Marital Status
Male	Employees Job Performance	Pearson Correlation	1	<b>.750**</b>
		Sig. (2-tailed)		<b>0</b>
		N	268	268
	Marital Status	Pearson Correlation	<b>.750**</b>	1
		Sig. (2-tailed)	<b>0</b>	
		N	268	268
Female	Employees Job Performance	Pearson Correlation	1	<b>.872**</b>
		Sig. (2-tailed)		<b>0</b>
		N	71	71
	Marital Status	Pearson Correlation	<b>.872**</b>	1
		Sig. (2-tailed)	<b>0</b>	
		N	71	71

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table.09:** Pearson analysis (gender model)

Significant results represents, there is strong association between marital status on EJP in context of male and female.

**Table.10:** Pearson analysis (marital status model)

Correlations				
Marital status			Employees Job Performance	Marital Status
Married	Employees Job Performance	Pearson Correlation	1	<b>.807**</b>
		Sig. (2-tailed)		<b>0</b>
		N	201	201
	Marital Status	Pearson Correlation	<b>.807**</b>	1
		Sig. (2-tailed)	<b>0</b>	
		N	201	201
Unmarried	Employees Job Performance	Pearson Correlation	1	<b>.751**</b>
		Sig. (2-tailed)		<b>0</b>
		N	138	138
	Marital Status	Pearson Correlation	<b>.751**</b>	1
		Sig. (2-tailed)	<b>0</b>	
		N	138	138

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Same in case of married and unmarried employees that there is strong association between marital status on EJP.

## Conclusion

For proposed study, it is concluded that the, female respondents contribute more than the male participants (either married or unmarried). The results obtained after processing the

various analytical techniques reveals that the job performance has a distinct and significant impact of the marital status, the impact of marital status is more in married female when compare with the unmarried females.



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