

FLEXIBILITY IN EMPLOYMENT

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Abstract: *This study points out the demerits of adopting a highly flexible approach in organization aiming at the human resource team where high degree of flexibility does not only impact the organization's performance but also impinge on an employee's personal life. The study assessed and compared the job satisfaction and marital quality levels among same profession working couples focusing upon the comparison of these two variables among men and women whose spouse works in the same or different organizations (Group I and Group II respectively). The study also discovered the correlation between job satisfaction and marital quality among men and women in both the groups. The study was conducted on 30 Indian heterosexual couples (n = 60). Job satisfaction scale by Singh and Sharma (1999) along with Marital Quality Scale by Shah (1991) was used to collect information about the participant's job satisfaction and marital quality level respectively. The data were analyzed using descriptive and inferential statistics. The results indicate that while there is no significant difference in job satisfaction, there is a significant difference in marital quality among men and women in both the groups. Also, there is a negative correlation between job satisfaction and marital quality. This would mean that with an increase in job satisfaction, one's marital quality decreases significantly.*

Keywords: job satisfaction, marital quality, same profession couples, same organization, different organizations

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1. Introduction

Flexibility is a relatively new concept in management practices only to evolve in the last few decades. It is a management technique for organizing the workplace in order to optimize the use of human resources; and in order to do so, organizations adopt various policies like, flexible working hours, flexibility in employment, flexibility at work and the like. Flexibility to some extent is good for the organization as it optimally utilizes the resource and hence increases productivity. But, flexibility beyond a certain point is a threat to both organizations as well as individuals involved. There are both pros and cons of adopting a flexible approach towards work and employment in the globalized era of today.

One could easily witness the changing trend in our society as a result of globalization and modernization. Number of people employed today is much more than it used to be two decades back. In addition to it, women these days are at the forefront contributing to the large working force. To cope with the demands of time, both men and women work simultaneously thereby making family lives even more complicated. Moreover, married couples into the same profession only add on to this 'complication'. Looking at the families wherein both husband and wife are employed, one can discover the tremendous change in the recent years. Families are to a great extent affected when the couples are employed as their work and family environments interact. Therefore the study of this interaction becomes necessary to understand the real situations faced by people in order to help them elevate their overall wellbeing.

1.1 Job Satisfaction

One's work environment is a broad umbrella term that includes physical situation as well as psychological experiences at one's workplace. The physical situations at work refer to one's job conditions, peer group, leader and leadership, promotions, pay schedule etc. whereas, psychological aspect refers to the impact that the physical situation of work has on the individual i.e. one's perception of one's ideal and real work conditions leading either to satisfaction or dissatisfaction. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job experience. Job satisfaction is the result of employee's perception of how well their job provides those things that are perceived as important by them. In simple terms, job satisfaction is described as a positive evaluation of a particular job situation.

1.2 Marital Quality

Marriage and marriage ties are not as simple as they appear to be. Becoming a couple is one of the most complex and difficult transitions of the family life cycle. The romanticized view of this transition further adds to its difficulty since everyone including the family, friends and couples themselves want to see only the happiness of this transition. The problems entailed may thus be pushed underground, only to intensify and surface later on (Carter & McGoldrick, 1989).

Marital quality (Vannoy & Philliber, 1992) has been defined as a close and compatible relationship making a distinction from marital satisfaction, adjustment and happiness. Booth and Johnson (1994) used the term marital happiness to address a partner's global feeling about the marriage and its specific aspects, whereas marital quality includes the components of marital happiness, marital interaction, marital disagreement and other marital problems.

1.3 Work/Life Interaction

With the significant change in trend with regard to work and family in the globalization era, one can not doubt the interaction between one's work and life realms. The Work/Family Conflict models propose that conflict arises when the demands of one domain are incompatible with demands of the other domain. Today's diverse workplace is increasingly populated with dual-career couples. Interest in family-related issues in management researchers is relatively new, manifesting itself primarily in the past 15 years. Legitimate linkages between the two spheres of work and family are a much spoken about topics these days.

Zedeck (1992) described the following three topics as targets of research in work/family conflict:

The effect of work on family: This area examines what impact work factors have on family matters. A common finding states that aspect of work such as work stress has negative effects on families.

The effect of family on work: This perspective generally focuses on how structural or developmental aspects of family have their impact on work behavior. Some researchers view

family life as positive which blocks disappointment at work; while others claim that family responsibility is a major determinant of work absenteeism.

The family-work interaction: This is the third model of work/family conflict that views work and family as interacting and interdependent. There is no simple and causal link between work and family matters.

1.4 Significance in the Globalized India

Today, India has witnessed tremendous change in the attitude one holds about working couples. A slight majority of the Indian population believes that both parents should contribute to the family income. The importance of balancing the demands of work and family comes into picture once one considers the case of a dual-career couple. Silberstein (1992) concluded that most dual-career couples have a work-oriented lifestyle prior to the birth of children. However, once there are children, the dual-career system undergoes a profound shift. The pragmatic demands of home life increase dramatically and cannot be postponed, rescheduled, or ignored. He also reported that the difference in the degree that wives and husbands accommodate their careers for children has become a central marital tension.

The 'traditional' division of family roles had the husband as the primary breadwinner; whereas, the wife was responsible for the household chores including the task of bringing up 'her' children. But as an outcome of globalization and modernization, more and more married women have entered the labour force resulting in the emergence of a more egalitarian division of family roles. Although attitudes have changed and more husbands make an effort to help their wives with household activities, the responsibility still lies on the wife's shoulder to make sure that things are done timely and in an appropriate manner. It is also suspected that some wives refuse help from their husbands because of their acceptance of traditional family roles. Research has discovered that many of these wives somehow feel they are a failure as a wife if they don't manage the household, even though they work full time outside the home thereby contributing to a significant level of distress among them (Bruce & Tim, 1999).

The profusion of dual-career couple has also spawned a new dimension in personnel recruitment. Dual-career couples are often reluctant to move unless there are meaningful jobs for both the members. Muchinsky (2000) believed that the organizations that seek to attract one member are at a strategic advantage if they can help secure a job for the other member. Some organizations, particularly in urban areas, have formed networks or alliances to help recruit dual-career couples.

2. LITERATURE REVIEW

With regard to the debate on whether or not organizations should adopt a flexible approach in the employment of couples, Elango R (2010), chief human resources officer, Mphasis believes that “organizations must allow and encourage couples to work in the same organization (provided they don’t have a reporting relationship). Studies have proved that individuals who have their spouse working with them tend to stay longer with the same firm. This could prove to be a good retention strategy.” Praveen Tyagi (2010), COO, DMC International on the other hand, holds somewhat different opinion about the matter. According to him, “the couples (working together) are more sensitive to potential problems than their co-workers. The couples want to be thought of as professionals whose personal lives will not interfere with their professional abilities and judgments.”

Neelam Gill Malhotra (2010), VP HP, CSC (in India), on the other hand maintains a middle way. She claims that, “generally, the sense of belongingness of such employees is more as opposed to the rest. Their loyalty quotient gets embedded in the organizational culture, which is good for the organization. Some organizations stay aloof from hiring couples, especially for the same department, as there could arise a potential conflict at some point in time. For couples who work in same organization, it is easier for them to be able to relate to each other’s experiences in the office. The communication process is optimized at work situations because both of them know the company. Maintaining a sense of individuality and professionalism is vital for the couple when they are working in the same organization. It is important for them to know where to draw the line between their personal and professional lives. By being mindful and respectful of each other’s professional space, they can ensure that work ethos remain undisturbed.”

An undisputable answer to this question is not yet suggested but there have been plenty of studies in the related field, where each study attempted to answer this question in its own unique way. The results of some studies are in line with the others while few propose an entirely different view. A study on the role of couple similarity in spouses' marital satisfaction indicated that similarity between partners was associated with higher levels of marital satisfaction and lower levels of negative affect (Gaunt, 2006).

Graham, Kathleen and Deborah (1985) from their study concluded that wife's employment has negative effects on husband's job and life satisfaction. Whereas, Barling (1984) in her study suggested that husbands' perceptions of the organizational climate and their job satisfaction were related to their wives' marital satisfaction in a significant, positive, and linear manner. On the other hand, Sotile, W. M. and Sotile, M. O. (2004) proposed that, more than the number of hours worked, the manner in which the spouses treat each other when they are not working determines the quality of marriage.

Kinnunen, Geurts and Mauno (2004) found out that for women, the work-to-family conflict significantly predicted job dissatisfaction, parental distress along with other psychological symptoms. However, among men, a low level of satisfaction or well-being functioned as a precursor of work-to-family conflict.

Focusing solely on one's work, the role of involvement and work-family conflict in job and life satisfaction is one area that has not been left unexplored. Tiwari, Singh and Singh (2005) suggest a positive correlation between job involvement and job satisfaction where job involvement significantly interfered with one's family life.

2.1 Rationale

After an in depth study of available literature on the subject as well as issues related to it, it is clear that there is not much work is done encompassing both the areas – job satisfaction as well as marital quality directly, though studies relating job and life satisfaction (which broadly includes marital quality along with family and overall wellbeing) are quite abundant. One could find studies on effect of husband's/wife's job on his/her spouse's marital quality. Similarity between couples leading to marital satisfaction has also been studied over time. Work-family conflict along with gender differences in marital satisfaction and job

satisfaction are studied time and again. But the aspect of job satisfaction and marital quality among couples whose spouse works in the same organization or different organizations, needs further exploration. This study unravels the relationship between job satisfaction and marital quality among men and women whose spouse works in the same organization or in different organizations thereby correlating the two concepts in a more practical way in order to help recruiters decide on whether to adopt such highly flexible policies of recruiting couples in *their* organization or not.

3. METHODOLOGY

3.1 AIM

To assess the job satisfaction and marital quality among men and women whose spouse works in the same or different organizations.

3.2 OBJECTIVES

1. To assess and compare the job satisfaction and marital quality level among men and women whose spouse works in the same and different organizations.
2. To find out the relationship between job satisfaction and marital quality among men and women whose spouse works in the same organization or different organizations.

3.3 HYPOTHESES

1. There is no difference in job satisfaction level among men and women whose spouse works in the same or different organizations.
2. There is no difference in marital quality level among men and women whose spouse works in the same or different organizations.
3. There is no correlation between job satisfaction and marital quality among men whose spouse works in the same or different organizations.
4. There is no correlation between job satisfaction and marital quality among women whose spouse works in the same or different organization.

3.4 OPERATIONAL DEFINITION OF VARIABLES

3.4.1 Job Satisfaction

Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job experience.

3.4.2 Marital Quality

Marital quality according to Vannoy&Philliber (1992) includes the components of marital happiness, marital interaction, marital disagreement and other marital problems.

3.4.3 Couples who work in same organization

Men and women whose spouse works in the same organization, i.e., Group I participants.

3.4.4 Couples who work in different organizations

Men and women whose spouse works in a different organization, i.e., Group II participants.

3.5 RESEARCH DESIGN

The research was exploratory in nature and quantitative research methods were used to understand the research findings.

3.6 SAMPLE DETAILS

Sample Size

The sample consisted of a total of 60 participants (30 married heterosexual couples; 15 couples working for the same industry /organization and 15 couples working for different organizations/ industries).

3.6.1 Inclusion Criterion

- The profession of the couples taken for the study should be same or similar.
- The couples should be married for a minimum of 1 year.
- The couples should not be married for more than 12 years.
- The participants should not have had divorce or marital separation.
- The minimum educational requirement is graduation.
- The participants should be working for a minimum of 1 year.

3.6.2 Exclusion Criterion

- Couples with different profession.
- If either of the spouses suffer form any sort of serious illness, the couple is excluded from the research.
- Foreign nationals.
- Homosexual couples.

3.6.3 Sampling Technique

Snow ball sampling technique was used for the selection of sample.

3.7 TOOLS USED

1. **Job Satisfaction Scale:** The job satisfaction scale developed by Amar Singh and T.R. Sharma (1999) was used to assess the job satisfaction level of the participants. It is comprehensive and omnibus in nature. It was used as it is brief, reliable and valid and can be administered to any type of workers. The test-retest reliability of this scale is 0.978 with the validity of 0.743 and coefficient of correlation is 0.81.
2. **Marital Quality Scale:** The marital quality scale developed by Anisha Shah (1991) was used to assess the marital quality of the participants. It consists of 50 items in statement form, with a four point rating scale of ‘usually’, ‘sometimes’, ‘rarely’ and ‘never’, indicating the frequency of occurrence of various phenomenon in the marriage. Higher scores are indicative of a poorer quality of married life. The scale has high internal consistency (coefficient alpha) of 0.91 and high test-retest reliability of 0.83 over a 6 weeks interval. It has well established content and construct validity.

3.8 PROCEDURE

The main phase of the research was preceded by a pilot phase, administered on 2 participants. This helped in to see if any subsequent changes have to be made before the main phase of the research was undertaken.

3.8.1 Enrolment of the participants

The sample was selected keeping the inclusion and exclusion criteria in mind. The participants were then grouped into two groups (I and II) depending on whether their spouse works in same or different organization/industry. Group I included men and women whose spouse works in the same organization/industry whereas Group II included the men and women whose spouse works in organization/industry.

3.8.2 Administration of tools

A rapport was established with the comfortably seated participants. The scale was given to the participants and they were asked to respond to the statements. It was ensured that the participants understood the instructions well. The participants were encouraged to respond spontaneously without taking much time in each question so as to get their correct response.

3.8.3 Nature and Number of sessions

An effort was made to collect data from the participant by face-to-face interactions but in cases where the participants were unavailable, data collection was done using the online method.

3.8.4 Number of sessions

The study required 2 sessions with each participant where the first session included signing of the informed consent form by the participant followed by the second session in which the participants were required to fill up the questionnaire.

3.9 ETHICAL CONSIDERATIONS

It was ensured that the participants' identity is not revealed anywhere in the test or after the test thereby maintaining the confidentiality of the test. The participants in not a single way were harmed physically, mentally or psychologically. The results were not looked at with any sort of prejudice or stereotype, trying to get a bias-free result. Also, the sample consisted of volunteer participants who were by no means forced to participate in the study. The participants were well informed about the procedure and nature of the test and were included in the study only after they signed the informed consent form.

The copyright laws will be abided and neither the scales nor the participants' results will be misused. The scales and results are used solely for academic purpose(s) and will not be duplicated or reproduced for any other purpose(s).

3.10 ANALYSIS OF THE DATA

The quantitative data was analyzed using the Mann-Whitney U test and Spearman Correlation method.

RESULTS AND DISCUSSION

Job satisfaction level was assessed and compared among men and women whose spouse works in the same organization followed by the same for men and women whose spouse works in different organization. The assessment and comparison of marital quality was followed in a similar fashion. And finally, the relationship between job satisfaction and marital quality was explored.

The research explored whether there is a significant difference in job satisfaction level among men whose spouse works in the same or different organizations (Group I men and Group II men) in order to see whether working with or without one's spouse, affects one's experience of job satisfaction in any way. In order to facilitate this comparison statistically, the mean score on job satisfaction for Group I men and Group II men were calculated. Referring to Table 4.1, one could infer that for Group I men, the mean is 73.47 with a standard deviation of 11.594. Also, for Group II men, the mean was found to be 75.87 with a standard deviation of 13.506.

Referring to Table 4.1 once again, one could infer that the 'p' value for the two groups of men using Mann Whitney U test was 0.618. The results of the test were in the expected direction and not significant, $z = -0.498$, $p > 0.05$; therefore the null hypothesis can be accepted. This would mean that there is no difference in the experience of job satisfaction among the two groups of men.

Also, to discover whether there is a significant difference in job satisfaction level among women whose spouse works in the same or different organization, job satisfaction level was

assessed and compared among the two groups of women (Group I women and Group II women).

Referring to Table 4.2, one could infer that the mean job satisfaction of Group I women is 68.27 and a standard deviation of 12.725 and that for Group II women is 76.33 with a standard deviation of 12.315. The difference between means of the two groups appears to be relatively high, but in order to see if the difference between the mean ranks of both the groups was significant, Mann Whitney U test was conducted.

Table 4.2 also shows the 'p' value for the two groups of men using Mann Whitney U test was 0.071. The results of the test were in the expected direction and not significant, $z = -1.808$, $p > 0.05$; therefore the null hypothesis can be accepted. This would mean that there is no difference in job satisfaction among the two groups of women.

The results show that there is no significant difference in job satisfaction level experienced by either men (Group I and II) or women (Group I or II); this is probably because the participants were able to keep their work responsibilities distinct from home demands and responsibilities.

Coming to the second dimension of the study, the research went on to compare the experience of marital quality among men whose spouse works in the same organization (Group I men) and men whose spouse works in different organization (Group II men).

The global marital quality scores were calculated for these two groups of men. Table 4.3 describes the mean marital quality for Group I and Group II men. The mean of marital quality for the Group I of men is 102.60 and that for Group II men is 82.27. Also, the standard deviation of Group I men is 21.938 and that of Group II men is 22.037. The difference between means of the two groups appears relatively high, but in order to see if the difference between the mean ranks of both the groups was statistically significant, Mann Whitney U test was conducted.

As one can infer from Table 4.3, the 'p' value for the two groups of men using Mann Whitney U test was 0.015. The results of the test were not in the expected direction and were

significant, $z = -2.428$, $p < 0.05$; therefore the null hypothesis can not be accepted. The results indicate that there is a significant difference in marital quality among the two groups of men.

Also, to discover whether there is a significant difference in the experience of marital quality among women whose spouse works in the same organization (Group I women) and women whose spouse works in different organization (Group II women), marital quality was assessed and compared among these two groups of women.

The global marital quality scores were calculated and compared for two groups of women. One could infer from Table 4.4 that the mean marital quality of Group I women is 92.64 with a standard deviation of 24.352 and that for Group II women is 76.47 with a standard deviation of 22.084. The difference between means of the two groups appears relatively high, and the Mann Whitney U test was conducted in order to see if the difference between the mean ranks of both the groups was significant.

One could infer from Table 4.4 that the 'p' value for the two groups of men using Mann Whitney U test was 0.015. The results of the test were not in the expected direction and were significant, $z = -2.428$, $p < 0.05$; therefore the null hypothesis can not be accepted. This would mean that there is a significant difference in marital quality among the two groups of women.

After all these comparison in the experience of job satisfaction and marital quality, one could infer from the results that though, there is no significant difference in job satisfaction between both the groups, they differ significantly with regard to the marital quality experienced; where the marital quality of couples working with their spouses as colleagues was significantly lower than that of the couples working in different organizations than their spouse works in. The result findings support PravennTyagi's (2010) view that "the couples (working together) are more sensitive to potential problems than their co-workers."

As the results suggest that the marital quality of couples working with their spouse is significantly lower than those who work in different organizations than their spouse works in, the current study negates Gaunt's (2006) view that greater similarity between partners (job and organizational similarity) would lead to greater marital satisfaction.

Also, this difference is seen more in men than in women, i.e., men who work with their wives as colleagues show a poorer marital quality than their female counterparts. These results are in line with the study by Graham, Kathleen and Deborah (1985) which suggested that wife's employment has negative effects on husband's job and life satisfaction.

The research also explored the relationship between the two dependent variables, i.e., job satisfaction and marital quality among men and women whose spouse works in same organization or different organizations, these two variables were first computed followed by their statistical correlation using the Spearman's correlation test.

The global job satisfaction and marital quality scores were calculated for men whose spouse works in the same organization. Table 4.5 shows the mean job satisfaction and marital quality scores of men whose spouse works in the same organization. Spearman's Correlation test was done to find out the relationship between job satisfaction and marital quality among men who work with their spouses as colleagues.

Table 4.5 also indicates the Spearman's correlation value, ' ρ ' for job satisfaction and marital quality in men who work with their spouses as colleagues was 0.788. The results show that there is a high positive correlation between job satisfaction and marital quality among this group of men. But, according to the marital quality scale, high scores indicate poor marital quality. Thus the high positive correlation between job satisfaction and marital quality in Group I men means that an increase in job satisfaction leads to decrease in marital quality. Therefore, the results indicate that, there are 78.8% chances that marital quality of participants would decrease with an increase in his job satisfaction.

Hence, the null hypothesis can not be accepted. Therefore, an alternate hypothesis stating that 'job satisfaction and marital quality are negatively correlated among men whose spouse works in the same organization' is suggested.

Similarly, Spearman's Correlation test was done for Group II men after calculating the global job satisfaction and marital quality scores for them. Table 4.6 shows the mean and standard deviation for job satisfaction and marital quality scores of Group II men.

Referring to Table 4.6, one could conclude that the Spearman's correlation value, ' ρ ' for job satisfaction and marital quality in men who do not work with their spouses as colleagues was 0.21. The results show that there is a low positive correlation between job satisfaction and marital quality among Group II men. High scores on marital quality scale as discussed above, indicates poor marital quality. Therefore the low positive correlation between job satisfaction and marital quality in this group of men indicates that increase in job satisfaction leads to decrease in marital quality. Such results imply that, there are 21% chances that marital quality of participants would decrease with an increase in his job satisfaction.

The research continued to assess the correlation between job satisfaction and marital quality among women whose spouse works in the same organization (Group I women) followed by the same among women whose spouse works in the different organization (Group II women).

To explore whether there is a correlation between job satisfaction level and the marital quality level among Group I women, the Spearman's correlation test was done on this group of women.

The global job satisfaction and marital quality scores were calculated for women who work with their spouses as colleagues in the same organization. Table 4.7 shows the mean and standard deviation for job satisfaction and marital quality scores of Group I women along with the correlation coefficient between the two variables.

Table 4.7 also throws light upon that the Spearman's correlation value, ' ρ ' for job satisfaction and marital quality among women who work with their spouses as colleagues was 0.334. The results show that there is a low positive correlation between job satisfaction and marital quality among Group I women. As discussed above, high scores on marital quality scale indicate poor marital quality. Thus the low positive correlation between job satisfaction and marital quality in this group of women would mean that increase in job satisfaction leads to decrease in marital quality. These results indicate that, there are 33.4% chances that marital quality of participants would decrease with an increase in her job satisfaction.

Hence, the null hypothesis can not be accepted suggesting that job satisfaction and marital quality are negatively correlated among women whose spouse works in the same organization.

Finally, the study unraveled the correlation between the job satisfaction level and the marital quality level among women whose spouse works in different organization (Group II women) using the Spearman's correlation test.

The global job satisfaction and marital quality scores were calculated for Group II women whose spouse works in different organization. Table 4.8 shows the mean job satisfaction and marital quality scores for Group II women. Also, one can infer the standard deviation for job satisfaction and marital quality among Group II women from the table. Spearman's Correlation test was done to find out the relationship between job satisfaction and marital quality among this group of women.

One can infer from Table 4.8 that the Spearman's correlation value, ' ρ ' for job satisfaction and marital quality in women who work with their spouses as colleagues was 0.275. The results show that there is a low positive correlation between job satisfaction and marital quality among Group II women. As per the marital quality scale, high scores indicate poor marital quality. Thus the positive correlation between job satisfaction and marital quality in women whose spouse works in different organization would mean that an increase in job satisfaction would lead to the decrease in marital quality. Results from the study suggest that there are 27.5% chances that increase in job satisfaction of the participant would lead to a decrease in her marital quality.

Hence one could infer that job satisfaction and marital quality are negatively correlated among women whose spouse works in different organization.

All the four correlations between job satisfaction and marital quality for men and women independently are in accordance with the results of Barling (1984) who in her study suggested that excessive work involvement or negative work-related experiences would have an adverse influence on the marital relationship.

The current study suggests that job satisfaction and marital quality are negatively correlated, i.e., high work involvement though increases one's job satisfaction, cuts down the time given to one's family resulting in the lowered quality of family life especially that with one's spouse as suggested by Tiwari, Singh and Singh (2005). Gradually this dissatisfaction at

home leads to dissatisfaction at work as well via the spill-over effect wherein, one stops enjoying tasks he/she once loved doing and loses interest in work. This might be a warning sign to industries and organizations to ensure a healthy life of their employees which eventually benefits the organization in long run.

To summarize, results of the current study suggest that there is no significant difference in job satisfaction level experienced by men and women as couples working with or without their spouses. However, the study shows a significant difference in marital quality among both men and women in both the groups. Additionally, a negative correlation was found between job satisfaction and marital quality among men and women of both the groups. Also, considering the significant difference in the marital quality among the two groups, it was seen that the disparity occurred more in couples working in the same organization than those who work in different organizations. This could be an alarming issue concerning the HR team and the organizations where they might need to reframe and re-structure their recruitment policies because high degree of flexibility of an organization in this sphere is questionable.

4. SUMMARY AND CONCLUSIONS

After a thorough analysis of results and an in depth review of the literature available, one can be sure about the interaction between one's work and other personal life realms in today's globalized world. Also, this interaction accommodates the work/family conflict that arises when the demands of one domain are incompatible with demands of the other domain. Workplace in the current scenario is populated with dual-career couples where both the spouse works in order to earn their living. This interests researchers to a great extent, as today there is a legitimate linkage between the two spheres of work and family.

Analyzing the literature available on the current issue, one can see the need to encompass both the areas – job satisfaction as well as marital quality as there are insufficient studies catering to these points in a direct manner. This study explored job satisfaction and marital quality among men and women whose spouse works in same and different organizations followed by the comparison of both the groups; where Group I consisted of men and women whose spouse works in the same organization and Group II consisted of men and women whose spouse works in different organizations. This study also discovered the correlation between job satisfaction and marital quality in both the groups.

The sample constituted of heterosexual married couples who were into same or similar professions. Depending upon the organizations/industries they work in, they were grouped into two groups, Group I and II; where Group I comprised of men and women whose spouse works in the same organization/industry and Group II comprised of men and women whose spouse works in different organizations.

Job satisfaction and marital quality were the two dependent variables assessed and compared among men and women independently within and between various groups. And finally, the correlation between job satisfaction and marital quality among various groups was evaluated.

The results indicate that there is no significant difference in job satisfaction among men whose spouse works with them in the same organization or works in the different organization altogether; the same holds true for women as well, where no significant difference in job satisfaction was found among women whose spouse works in same or different organization.

But, contradictory results were obtained when marital quality was compared between couples of the two groups. In this case, a significant difference was found in the experience of marital quality among men whose spouse works in the same organization and men whose spouse works in the different organization. Similarly, the results point out that there is a significant difference in the experience of marital quality among women whose spouse works in the same organization and women whose spouse works in the difference organization. Therefore, organizations are advised not to adopt such high degree flexibility in dealing with delicate issues like these as the ethical grounds for doing so can be questioned. Also, such policies can ultimately hamper the employee's overall wellbeing resulting in the organization's failure in terms of both effectiveness and efficiency.

Finally, the research concluded that the two dependent variables i.e., job satisfaction and marital quality are negatively correlated among men and women in both the groups (Group I men and women along with Group II men and women). This would imply that with an increase in job satisfaction, one's marital quality decreases significantly.

5.1 Implications of the Study

This study would help resolve an ongoing debate on whether or not organizations should adopt a flexible approach in employing couples; as it answers relevant issues like employee's job and marital satisfaction as a result of working with one's spouse as a colleague or not a colleague, especially when the couple is into the same profession. The study looks at a broader picture which is not restricted to one's performance at work but how satisfied an employee is in work and life. It aims at the overall wellbeing of the employees, suggesting ways to elevate job satisfaction level along with marital quality via changing their organization.

The research findings indicate that men and women whose spouse works in the same organization have significantly poorer marital quality when compared to those whose spouse works in a different organization; this might influence other areas of their work, hence organizations are suggested not to employ couples. This is probably the reason why most of the organizations do not employ couples and even when any of their employees chooses to marry another employee, either of them is encouraged to leave or change the organization or at least, shift to a different branch of the same organization.

5.2 Limitations of the Study

The main limitation of the study is the sampling technique used, i.e., snow ball sampling which is a type of non probability sampling which does not give equal chance to all the participants to get selected in the study. This technique was used as such a sample is not easily available mostly because the population is small.

Also, more sincere response could have been obtained if the data were collected in person rather than using the online method of data collection. Also, the research has not looked into other techniques whereby organizations by adopting a more flexible or inflexible approach could elevate the total wellbeing of their employees.

5.3 Suggestions for future research

There is an unlimited scope of further research in the area of total employee welfare including his work and family life. Further research could be done on a larger sample, selected randomly which might be useful for further generalization of the research findings. Also, there is an advantage of getting better responses from the participants with the administration of test in person rather than using the online method of data collection and the same is suggested for future research.

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APPENDICES

Table 4.1 comparing the job satisfaction scores of men whose spouse works in the same organization and men whose spouse works in different organization using Mann Whitney U test:

	Level	N	Mean of Job Satisfaction	Std. Deviation	Z score	'p' value	Significance
Men	Same organization	15	73.47	11.594	-0.498	0.618	No significant difference
	Different organizations	15	75.87	13.506			

Table 4.2 comparing the job satisfaction scores of women whose spouse works in same and different organizations using Mann Whitney U test:

	Level	N	Mean of Job Satisfaction	Std. Deviation	Z score	'p' value	Significance
Women	Same organization	15	68.27	12.725	-1.805	0.071	No significant difference
	Different organizations	15	76.33	12.315			

Table 4.3 comparing the marital quality scores of men whose spouse works in the same organization and men whose spouse works in different organization using Mann Whitney U test:

	Level	N	Mean of Marital Quality	Std. Deviation	Z score	'p' value	Significance
Men	Same organization	15	102.60	21.938	-2.428	0.015	Significant difference
	Different organizations	15	82.27	22.037			

Table 4.4 comparing the marital quality scores of women whose spouse works in the same organization and women whose spouse works in different organization using Mann Whitney U test:

	Level	N	Mean of Marital Quality	Std. Deviation	Z score	'p' value	Significance
Women	Same organization	15	92.64	24.352	-2.078	0.038	Significant difference
	Different organizations	15	76.47	22.084			

Table 4.5 showing the correlation between job satisfaction and marital quality among men whose spouse works in the same organization using Spearman's Correlation test:

	Level	N	Mean of Men	Std. Deviation	Spearman's Correlation Value 'ρ'	Level of correlation
Same Organizations (Men)	Job Satisfaction	15	73.47	11.594	0.788	High Positive Correlation
	Marital Quality	15	102.60	21.938		

Table 4.6 showing the correlation between job satisfaction and marital quality among men whose spouse works in different organization using Spearman's Correlation test:

	Level	N	Mean of Men	Std. Deviation	Spearman's Correlation Value 'ρ'	Level of correlation
Different Organizations (Men)	Job Satisfaction	15	75.87	13.506	0.21	Low Positive Correlation
	Marital Quality	15	82.27	22.037		

Table 4.7 showing the correlation between job satisfaction and marital quality among women whose spouse works in the same organization using Spearman's Correlation test:

	Level	N	Mean of Women	Std. Deviation	Spearman's Correlation Value 'ρ'	Level of correlation
Same Organizations (Women)	Job Satisfaction	15	68.27	12.725	0.334	Low Positive Correlation
	Marital Quality	15	92.64	24.352		

Table 4.8 showing the correlation between job satisfaction and marital quality among women whose spouse works in different organization using Spearman's Correlation test:

	Level	N	Mean of Women	Std. Deviation	Spearman's Correlation Value 'ρ'	Level of correlation
Different Organizations (Women)	Job Satisfaction	15	76.33	12.315	0.275	Low Positive Correlation
	Marital Quality	15	76.47	22.084		