

EMPLOYEES' EXTENDED HOURS IN THE ORGANIZATIONS

An Ethics Perspective

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PURPOSE

BALANCING the demands of work and family is very important especially for a dual-career couple. This study investigates the ethicality of overworking employees to maximize an organization's profits. Though it increases one's job satisfaction owing to one's professional success, it leads to a poorer marital quality. Additionally, the poor marital quality would in long run spill over at work, making the individual dissatisfied at his job as well, leading to poorer productivity.

Design/Methodology/Approach – *The sample included 100 human resource professionals from various organizations, whose views on the issue whether employee should be overworked so as to increase company's profits was taken. Job satisfaction and marital quality tests were conducted on 30 heterosexual married couples using the Job satisfaction scale by Singh Sharma (1999) along with Marital Quality Scale by Shah (1991).*

Findings – *The results were analyzed using descriptive and inferential statistics. Statistical analytical tools like Spearman's Correlation method have been used. The results revealed that the two variables are negatively correlated. Also, the survey instrument was shown to be both reliable and valid by the experts in the field. The results of the survey showed that the human resource professionals regard overworking an employee unethical.*

Research Limitations/Implications – *A more genuine results would have been expected in a face-to-face interaction with the participants.*

Practical Implications – *The results of this study would help employers realize the importance of their employee's personal time and prevent any measure of take-home jobs. Academicians can use the results to build upon new theories and models for a better understanding of such complex phenomena.*

Originality/Value – *This study is probably the first to include the dimensions of job satisfaction, marital quality and overworking among married couples relating it to business ethics, specifically in the Indian context.*

Key Words: *Job Satisfaction, Marital Quality, Working couples, Overworking, Business Ethics.*

Introduction

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. Looking at the families wherein both husband and wife are employed, one can discover the tremendous change in last two decades. 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

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necessary to understand the real situations faced by people in a better way in order to help them elevate their overall wellbeing.

Work and Overworking

Work is necessary for the survival of any individual. Everything a person does is nothing but work in some or the other aspect, therefore one can neither evade doing work nor can work be ignored by an individual. Moreover, an individual's work is not just his own but contributes to the organization, institute, society, country and world as a whole. Hence work forms an integral part of human existence. But, ethically, work should not be delegated to people when they already work for a set number of hours in a day. Or in other words, they must not be overworked by impinging on their personal time and space leading to dissatisfaction and exhaustion where in long run, the efficiency and output decreases. Overwork does not only mean the extension in the number of hours one spends at the workplace but also encompasses one's workload and the time one spends on work-related tasks at home, travel or holiday which tend to deplete one's social, psychological and emotional resources. Family, friends and other social institutes are a few examples of such resources.

With the significant change in trend with regard to work and family recently, 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, where both husband and wife have their own careers. Interest in family-related issues in management researchers is relatively new, manifesting itself primarily in the past 20 years. Legitimate linkages between the two spheres of work and family are a much spoken about topics these days.

Zedeck's (1992) model of targets of research in work/family conflict further legitimizes the linkage interrelatedness of the two variables:

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

The effect of family on work: This perspective generally focuses on how structural or developmental aspects of family have 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.

Coming to work and overworking perspective now, though one could not ignore the presence of workaholics for whom overwork and such a driven atmosphere is no less than a paradise, but many employees are beginning to resent the encroachment of work into every moment of their waking (and sometimes sleeping) lives. Such long hours of work and take-home jobs (taking office files and additional work to home) have an adverse effect on one's family life especially the marital life which is more demanding and taxing to many. In addition to the problem discussed above, working women face difficulty balancing the demands of work and bringing up of children all by themselves when their spouse are dedicated to work only.

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The major factor resulting in overworking of employees is downsizing or in appropriate management terms, *rightsizing*! It has created both, a surplus of work to be done and a sense of insecurity among the employees of being a victim of attrition and hence losing their jobs. Therefore, they tend to work harder and harder or to be precise, more and more so as to retain their jobs paying less attention to their family lives.

A social forum of employees in their online portal named *Overworking Employees*, believe that they are not as healthy as they used to be. Health impacts related to overworking issues include headaches, fatigue, extreme tiredness, regular sleepiness, continuous irritability, and even panic attacks. People who believe that they are suffering from overworking issues are not simply whining about their jobs. In fact, the majority of people who feel that they are overworked, also claim that they do enjoy the challenges presented at their jobs, and many also claim to feel more fulfilled when they are busy than when they are more idle.

However, even when a person enjoys his or her work, and feels fulfilled by being busy, the fact is that overworking issues must be taken very seriously due to their risk of damaging personal relationships the impact of which will be visible in his/her performance at work. Also, studies have proved that a person dissatisfied in personal life tends to be dissatisfied at work as well because his/her dissatisfaction in the personal realm spills over his professional life thereby adversely affecting job performance.

Business Ethics

Ethics is a conception of right and wrong behavior, defining a behavior as moral or immoral. And ethics in business, usually called, business ethics is the application of general ethical ideas to business behavior. An ethical behavior is business ethics is expected to facilitate and promote good to the stakeholders and the society at large. The major problem in business ethics includes the selfishness of few, competitive pressures on profits, the conflict between personal values and business goals and the like (Fernando, 2009). In the words of Cowton and Crisp (1998), business ethics is that set of principles or reasons which should govern the conduct of business whether at an individual or collective level.

Overworking, as discussed above is a serious issue needing immediate attention in the globalized era of today. And ethical ground on which organizations demand their employees to perform their duties in personal time is questionable. Though this is not a new phenomenon, it existed since the advent of the factory system and industrial revolution when labourers were worked and overworked with no time for leisure and recreation; it has changed its form. Overworking these days is subtler and craftier where employees are *compensated* for the time they spend doing their *office work* in terms of perks and growth opportunities. Organizations in a very tactful manner pay peanuts to their employees for encroaching in their personal time and space which in turn eats up their family time leading to low productivity in long run.

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 the members 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.

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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 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 and Tim, 1999). And the issue of overworking still adds on to this problem because of which a person is deprived of the few hours he/she spent with his/her family. This might lead to dysfunctions like stress, marital discord, child delinquency in the family life leading to a poorer quality of life and dissatisfaction.

Working for extra hours at workplace or at home exploiting one's social and emotional resources to the extent to which they start depleting, for the purpose of reaching out new horizons, though brings in a significant increase in job satisfaction owing to the recognition and other monetary or non-monetary reinforcement one is presented with; it eats up the time one spends with his/her spouse leading to a poorer marital quality. Gradually, this discontent spills over from the personal to the professional realm which in turn decreases the individual's productivity. Therefore organizations aiming at higher profits via making their employees overwork would incur at a loss in the long run in terms of both quality as well as quantity.

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.

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 and McGoldrick, 1989).

Marital quality (Vannoy and 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.

Literature Review

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Friedman et al. (2008) from their study concluded that companies that are only concerned with “maximizing shareholder wealth” or “maximizing profit” will shut down. They also were of the opinion that the CEOs should lead the revolution and exhort executives to pay more emphasis to the core values of the firm and not just profit. A true measure of corporate performance is multidimensional and has to include the short-term, the long-term, risk, environmental issues, society, employees, customers, suppliers, and government. Heckers (2004) has somewhat similar opinion on the issue as he claims that employees who work absurd hours tend to leave, especially if they are “exempt” employees who don’t receive overtime or comp time. He believes that the day of the 70-hour work week is ending, and employers who understand this will attract the best employees. He holds a view that overworking employees and requiring obscene amounts of overtime is counterproductive as exhausted employees are not good employees.

Ishiyama and Kitayama (1994) on the other hand focused on the personal realms of one’s life in their study on overwork and workaholism among Japanese corporate workers and explored the related psychosocial issues using Ishiyama’s (1989) model of self-validation as a conceptual framework. The Japanese culture and the corporate structure were treated as the context in which social pressure for overwork and obsessive work-preoccupation were espoused. The authors conclude that overworking and career-centered validation can have serious consequences leading to family, marital, and existential issues, as well as stress and *karoshi* (death by overwork). Additionally, Robinson (2001) examined the relationship between workaholism, family functioning and the psychological outcomes of family members and concluded that a workaholic while over engaged in his work, neglects a few important areas of the family life.

Studies have also shown that one’s work demands and environment impacts the marital quality of his/her spouse adversely. Graham et al. (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. Additionally, Sotile and Sotile (2004) reached a conclusion that wives’ marital adjustment was affected by husbands’ work hours, wives’ work outside the home and the age of oldest child. They also 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.

Coming to the aspect of work-life balance, the impact of job involvement and work-family conflict upon job and life satisfaction has been studied in depth by Tiwari, Singh and Singh (2005). They suggest a positive correlation between job involvement and job satisfaction where job involvement significantly interfered with one’s family life. Work-family conflict has also been explored by Kinnunen, Geurts and Mauno (2004) in their study where they found out that for women, the work-to-family conflict significantly predicted job dissatisfaction, parental distress as well as psychological symptoms. However, among men, a low level of satisfaction or well-being functioned as a precursor of work-to-family conflict.

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 the three areas namely overworking, job satisfaction and 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. Work-family conflict along with gender differences in marital satisfaction and job satisfaction are

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studied over time. The ill effects of overworking and excessive job involvement on one's personal life have also been touched upon by several researchers. But the aspect of job satisfaction and marital quality among couples in terms of business ethics regarding overworking of an employee needs further exploration. This study unravels the relationship between job satisfaction and marital quality among couples thereby correlating the two concepts followed by a survey on human resource professionals enquiring them about their take on the ethical issue regarding overworking.

Research Methodology

Aim

1. To assess the job satisfaction and marital quality among heterosexual married couples.
2. To explore the take of human resource professionals on the ethics related issue of overworking.

Objectives

1. To assess the job satisfaction and marital quality level among heterosexual married couples.
2. To find out the relationship between job satisfaction and marital quality among heterosexual married couples.
3. To compute the human resource professionals' take on the ethics related issue of overworking the employees.

Hypothesis

There is a negative correlation between job satisfaction and marital quality among heterosexual married couples.

Sampling

Sample Size: The sample consisted of a total of 100 human resource professionals whose opinion on the ethical dimension of overworking employees was taken. There were no rigidities in the inclusion or exclusion of these participants as it was only a survey where the opinions of these 100 professionals were taken.

On the other hand, the job satisfaction and marital quality tests were done separately on 60 participants (30 married heterosexual couples). There were strict criteria for inclusion or exclusion for this group of participants.

Inclusion Criterion

- The couples should not be into a profession related directly or indirectly to human resource management.
- 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.

Exclusion Criterion

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

Sampling Technique: Incidental sampling technique was used for the selection of sample. Incidental sampling is a type of non-probability sampling wherein the researcher selects the sample as per his/her convenience.

Tools Used

1. **Socio-demographic data sheet:** It was used to collect information regarding the participant's socio-demographic details like age, profession, monthly income, religion etc. It included variables like age, sex, religion, income, educational and occupational details about the participants. It also assessed the number of years for which the participant has been married to his/her current partner along with the number of years he/she has been working for in his/her current organization/industry.
2. **Self-devised opinionnaire form:** It was used to collect the opinions of human resource professionals on the ethical dimensions of overworking employees. The survey instrument was shown to be both reliable and valid by 5 experts in the field.
3. **Job Satisfaction Scale:** The job satisfaction scale developed by Singh and 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.
4. **Marital Quality Scale:** The marital quality scale developed by 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.

Data Collection

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. Also, the data were correlated using Spearman Correlation method.

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.

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

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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).

Results and Discussion

This first part of the chapter will give the description of the socio-demographic diversity of the participants followed by the analysis of results on job satisfaction and marital quality among the 30 heterosexual married couples. Finally, this section would include the survey results of 100 human resource professionals regarding the ethicality of overworking employees.

Socio-demographic Details of the Participants: The total sample size of this study was 100+60 (100 human resource professionals + 30 heterosexual married couples) included in the study keeping in mind the inclusion and the exclusion criteria. The sample was diverse in terms of geographical locations, age, industry they were related to, designation, annual income, religion, number of years they have been working in their current organization and the like.

Analysis of Results: First, the job satisfaction and marital quality level were assessed in the 30 heterosexual married couples followed by correlating the two variables. Finally, survey results on the ethical grounds of overworking employees were analyzed.

Analyzing the job satisfaction level among the 30 heterosexual married couples, one could witness the high levels of satisfaction at work in most of the individuals. Also, referring to Table 1, one could infer that the mean job satisfaction level among the 60 participants is 82.83 reflecting that the employees are extremely satisfied at work while the standard deviation accounts for 14.094. A very high standard deviation could imply the presence of outliers in the study owing to their individual differences.

Table 1: Showing the Mean and Standard Deviation in the Job Satisfaction Scores of Heterosexual Married Couples

	N	Mean of Job Satisfaction	Std. Deviation
Job Satisfaction	60	82.83	14.094

Coming to the second dimension of the study, the marital quality level among the couples, one could see very high scores spread throughout. And, as per the norms of the *Marital Quality Scale* by Shah (1991), higher score would imply poorer marital quality. Therefore, majority of the couples show poor marital quality. Also, Referring to Table 2, one could infer that the mean marital quality level among the 60 participants is 89.32 while the standard deviation in this case is higher than that for job satisfaction, owing to the deviation of 25.829 from the mean.

Table 2: Showing the Mean and Standard Deviation in the Marital Quality Scores of Heterosexual Married Couples

	N	Mean of Job Satisfaction	Std. Deviation
Marital Quality	60	89.32	25.829

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A higher standard deviation in this case, could imply the presence of outliers who lie on the two extreme poles in the art of balancing work/life demands. Some among which can very effectively balance their work life with family life (especially, marital life), while others face a difficulty in doing so, as for them, one of these realms is very demanding and taxing; resulting in their ignorance of the demands of the other realm forgoing their responsibility. This balance (or imbalance) between work related areas and personal life (work/life conflict) differs from person to person depending on the situation and the way he/she prioritizes work and life.

The research then went on to explore the relationship between the two dependent variables, i.e., job satisfaction and marital quality of the participants, these two variables were first computed followed by their statistical correlation using the Spearman's correlation test. Spearman's correlation test was used instead of Pearson's Correlation as it is a non-parametric statistical tool, the use of which is advocated because in this case, the data collected was not normally distributed. Also, the sampling technique (incidental sampling) used is a type of non-probability sampling. Therefore, a non-parametric statistical tool – the Spearman's correlation test was used for correlating the two variables.

The global job satisfaction and marital quality scores were calculated for all the 60 participants. Table 3 shows the mean job satisfaction and marital quality scores of the participants Spearman's Correlation test was done to find out the relationship between job satisfaction and marital quality among them.

Table 3: Showing the Correlation between Job Satisfaction and Marital Quality among 30 Heterosexual Married Couples using Spearman's Correlation Test

	N	Means	Std. Deviation	Spearman's Correlation	Level of 'p'
Correlation					
Job Satisfaction	60	82.83	14.094	0.829	High Positive Correlation
Marital Quality	60	89.32	25.829		

Table 3 also indicates the Spearman's correlation value, 'r' for job satisfaction and marital quality which was found out to be 0.829. The results show that there is a high positive correlation between job satisfaction and marital quality among the participants. But, according to the marital quality scale, high scores indicate poor marital quality. Thus the high positive correlation between job satisfaction and marital quality means that an increase in job satisfaction leads to a decrease in marital quality. Therefore, the results indicate that, there are 82.9 per cent chances that marital quality of participants would decrease with an increase in their job satisfaction.

Hence, the negative hypothesis which states that "there is a negative correlation between job satisfaction and marital quality among heterosexual married couples" can be accepted.

The correlation between job satisfaction and marital quality for the participants is in accordance with the results of Barling (1984) who in her study suggested that husbands' negative work-related experiences (overworking leading to stress) would have an adverse influence on the wives' perception of marital satisfaction. In addition to it, considering the male participants, this phenomenon can be attributed to their spouses' employment as suggested by Graham et al. (1985), who in from their study concluded that wife's employment has negative effects on husband's job and life satisfaction.

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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 et al. (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 its employees which eventually benefits the organization as well.

The study finally explored the opinions of 100 human resource professionals on the issue whether it is ethical to overwork employees so as to increase the profits of an organization. The participants were also further queried the reason behind their response. Also, details like whether their organizations employed such a strategy in order to increase profits were taken by assuring them the confidentiality of their response.

One could infer from Figure 1 that 84 per cent of the human resource professionals believe that it is not ethical to overwork employees by encroaching in their personal time. When further queried, they pointed out at several reason behind their belief; some of which include – giving rest time to the employees, not interfering with their personal life, not exploiting them and giving them time and opportunity to grow as an individual. On the other hand, the ones who were in the opinion that it is ethical to overwork employees in order to increase the revenues and hence the profits of an organization backed their belief with the logic that it is an organization's right to utilize its employees' capabilities to the fullest so as to maximize the benefits. But, this consisted of 14 per cent participants only. In addition to this, 2 per cent of them chose not to comment on the topic.

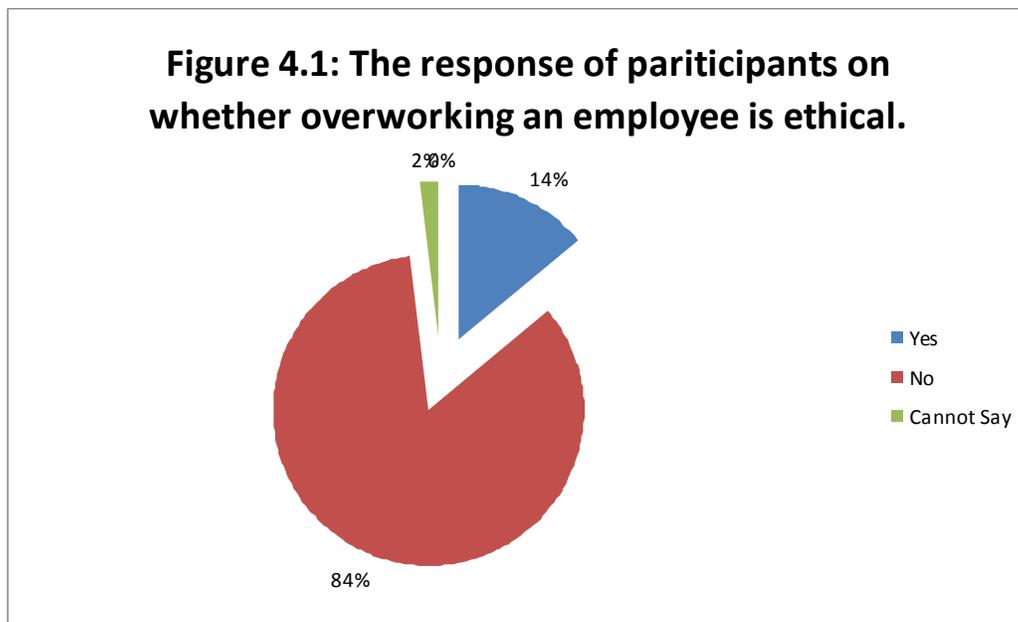


Figure 1: The Response of Participants on whether Overworking an Employee is Ethical

The results of the survey show that the views of human resource professionals in the modern India are in line with Heckers' (2004) idea that overworking employees and requiring obscene amounts of overtime is counterproductive. Also, the human resource professionals today understand that overworking and career-centered validation can have serious

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consequences leading to family, marital, and existential issues as suggested by Ishiyama and Kitayama (1994). Finally, Robinson's (2001) conviction that a workaholic neglects a few important areas of the family life as he is over engaged in his work has been acknowledged.

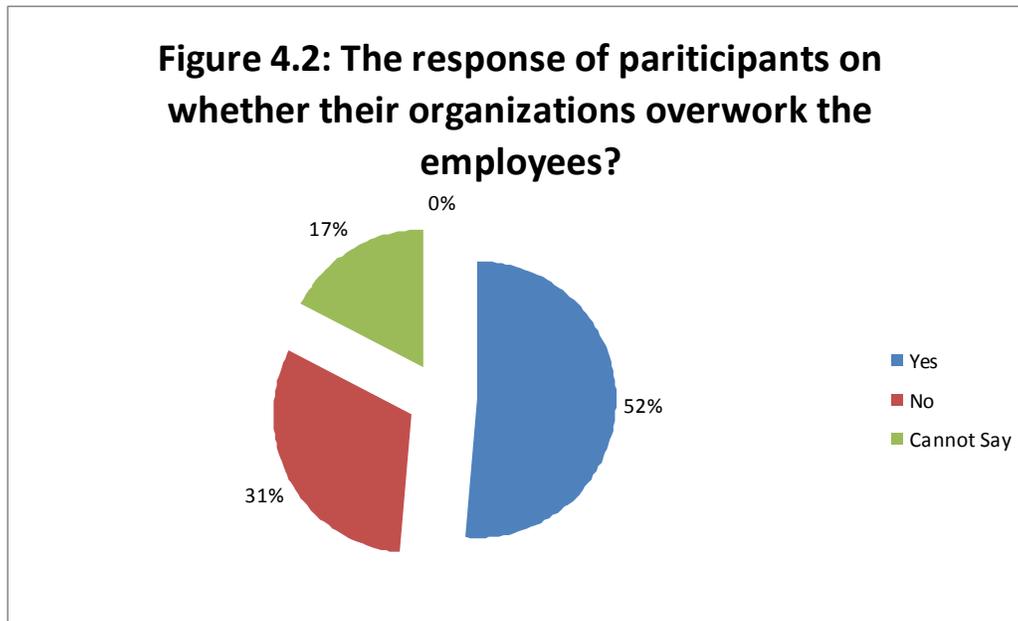


Figure 2: The Response of Participants on whether their Organizations Overwork the Employees ?

In the second stage of the survey, the participants who admitted that overworking employees is not ethical were asked whether the organizations they are employed in overwork employees. As one could infer from Figure 2, 51 per cent of these participants though believed that it was unethical to encroach upon their employees' personal time, confessed that their organizations overwork employees in order to maximize profits; while 32 per cent negated the existence of any such process in their organizations. Also, 17 per cent of the participants were reluctant to share this information about their organizations. The reason behind such large proportion of professionals to adopt a placid notion regarding the issue could be their need to remain politically correct by not hurting anybody's sentiments.

Further, the participants who admitted that overworking employees is not ethical were asked for suggestions to improve working conditions at their organizations. Though all agreed upon the role of the human resource team to bring about this change, the participants acknowledged the difficulty one would face in the transition phase.

To summarize, the results of the current study indicate that job satisfaction and marital quality are negatively correlated because excessive job involvement though increases one's satisfaction at work, tends to eat up the family time leading to poorer marital quality. And most of the human resource professionals regard it unethical to overwork their employees encroaching upon their personal time at the cost of the family and other personal aspects of an individual's life. Also, it can be inferred from the survey that the majority of the professionals who believed this phenomenon of overworking and encroaching upon one's personal time to be unethical; admitted that their organizations practices it in order to increase the profits.

The results of the current study are in line with Friedman et al., (2008) opinion that organizations are required to consider the needs of their employees and not focus on

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maximizing shareholder's wealth or profit only. Though, the majority of human resource professional believe the same, practice differs from the theory as most of the participants advocating this view also admitted the practice of overworking in their organizations. These organizations in practice tend to ignore the idea of Friedman et al. that a true measure of corporate performance is multidimensional and have to include the short-term and the long-term risks along with the environmental issues, society, employees, customers, suppliers, and the government.

Summary and Conclusions

After a thorough analysis of results and an in depth review of literature, 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 a legitimate linkage between the two spheres of work and family can be easily traced.

Analyzing the literature available on the current issue with an approach to integrate one's personal as well as professional lives, one can see the need to explore the aspect overworking one's employees. Therefore, a job related aspect – job satisfaction and a family related aspect – marital quality were explored. Adopting this approach, one can directly cater the issue of overworking in an organization with an ethics based perspective. As this was a relatively new area of study, very few studies catered to the needs and further, none encompassed all the above-mentioned viewpoints of integrating work-life realms which are affected by overworking. This study explored job satisfaction and marital quality among dual-career couples followed by a survey that accounted for the opinions of human resource professionals on the ethical issues of overworking an employee.

Job satisfaction and marital quality were the two dependent variables assessed among 30 working couples. The results indicate that job satisfaction and marital quality are negatively correlated. This would imply that with an increase in job satisfaction, one's marital quality decreases significantly; which could be attributed to excessive job involvement which though increases one's satisfaction at work, leaves with a very little time for one's family, especially spouse thereby affecting the marital quality of the individuals adversely.

The results of the study also suggest that majority of the human resource professionals believe that it is unethical to overwork an employee for the purpose of increasing the organization's profits (on the cost of an employee's family and personal life), though most of them also confessed about the existence of this phenomenon in their organizations.

Implications of the Study

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 total quality of life.

The research findings indicate that overworking affects one's family life, especially marital quality adversely. This is for the reason that excessive job involvement though fetches incentives and reinforcement at work leading to more job satisfaction, they leave an individual with a very little time for his family and personal life heading a poorer family life. Therefore, job satisfaction and marital quality are found to be negatively correlated among heterosexual married couples. This suggests that for an overall wellbeing of an individual's health which includes, physical, psychological, social and emotional wellbeing; he/she should not be overworked.

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However, finding the solution to the issue of overworking is not as obvious as it appears to be. It would require cognitive restructuring and change in attitudes of people at the workplace. A few measures to avoid overworking could be to right size the staff empowering it to remove red-tapeism in the organization. A good leader and efficient team manager can also help the staff to manage time more effectively hence minimizing if not eliminating the possibility of overworking completely.

Limitations of the Study

The main limitation of the study is the sampling technique used, i.e., incidental sampling which is a type of non probability sampling. Such a type of sampling does not give equal chance to all the participants to get selected in the study. This sampling style was used for the sake of convenience.

Additionally, more sincere response could have been obtained if the data was collected in person rather than using the online method of data collection. Also, the research has not looked into other job and family related factors influencing the participant's performance at both the levels, thereby leaving space for further research.

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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