

Exploring Work Climate Dynamics and the Balance Between Professional and Personal Life: Demographic Implications

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Abstract

The paper examines employees' perception of the work environment, the balance between professional and personal life, and demographic implications in an organizational setting. The purpose of the study is to analyze the dynamics of the work environment, the balance between professional and personal life, and demographic implications, focusing on employees' perceptions and experiences. The structure of the article includes the introduction, a review of the literature, research methodology, presentation and discussion of results, as well as conclusions. In addition to presenting empirical results, the paper synthesizes relevant theories from the literature regarding the work environment, the balance between professional and personal life, and demographic implications, highlighting the originality and value of the study's contribution to the field of human resources and organizational management. The methodology involved distributing an online survey and, using IBM SPSS Software, statistical analysis to test general hypotheses based on the literature, including statistical hypotheses assuming no significant differences in employees' perceptions based on demographic characteristics. The results showed that a flexible work schedule can contribute to improving the balance between professional and personal life. The paper makes a valuable contribution by exploring the complex dynamics between organizational and demographic factors and employees' perception of the balance between professional and personal life. The practical implications of this study include providing useful information for managers and organizational decision-makers to develop human resource policies and practices that promote a healthy balance between professional and personal life.

Keywords

Work-life balance, work environment, demographic implications, employee perception, work schedule flexibility

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Introduction

In the current context, the balance between professional and personal life has become a major area of interest, generating concerns for both employees and organizations. In an era characterized by political, legislative, social, economic, and technological changes that influence both employee well-being and organizational success, the realities of the contemporary workplace bring with them increased levels of stress and complexity. These aspects extend beyond the physical boundaries of organizations, directly affecting the quality of life of employees.

Adopting a well-thought-out initiative regarding the balance between professional and personal life becomes imperative in this context. This initiative should be strategic, credible, and coherent with the framework of business policies and human resources at the firm level. In this sense, exploring the dynamics of the work environment and the balance between professional and personal life, with demographic implications, becomes a necessity.

In the work attributed to (Khan and Agha, 2013), it is emphasized that the evolution of the work environment has brought more stress and complexity into individuals' lives, and adopting an initiative for work-life balance at the organizational level is essential for improving corporate image and institutionalizing a

performance-based culture. This has generated increased interest in programs for balancing professional and personal life, which are considered a strategic tool for attracting and retaining valuable employees.

This research aims at three main objectives. The first objective is to evaluate employees' perception of the work environment by focusing on understanding in detail how employees perceive the work environment. Thus, factors such as interpersonal relationships, professional recognition, and job satisfaction will be analyzed. The second objective is to analyze the balance between professional and personal life by investigating the degree to which employees manage to maintain a balance between professional and personal responsibilities, as well as the factors influencing this balance. The third objective is to identify demographic implications on employees' experiences. This objective focuses on examining how demographic characteristics such as age, gender, level of education, marital status, etc., influence employees' perception and experience in work and personal life.

The purpose of this article is to investigate and analyze the dynamics of the work environment, the balance between professional and personal life, and demographic implications, focusing on employees' perceptions and experiences. The article aims to provide a profound and comprehensive understanding of these aspects, to identify relevant factors and relationships between them, and to offer practical recommendations for improving the work environment and the balance between professional and personal life in organizations. By investigating these aspects, the article seeks to contribute to the development and improvement of human resource management practices and the work environment in the current organizational context.

The article is structured into three distinct chapters. In the first part, the "Introduction," the context, motivation for choosing the topic, objectives, purpose, and information related to the article's structure are presented. The second chapter, the "Body of the Work," is divided into three sub-chapters. In the first sub-chapter, a review of the relevant literature is conducted, key concepts are clarified and defined, and relevant previous research is analyzed. The research methodology is detailed in the second sub-chapter, including details regarding the type of research, sample selection, data collection instruments, and analysis methods. The final sub-chapter, "Results and Discussions," highlights the interpretation of the obtained data, their analysis in the context of the research objectives and hypotheses. The last chapter, "Conclusions," reveals the main findings of the study and proposes practical recommendations for improving the work environment and the balance between professional and personal life in organizations.

1. Review of the scientific literature

Based on the specialized literature, it is essential to clarify and define the terms and concepts used within the present research in order to properly interpret the results obtained. Thus, the term "work climate" refers to the general atmosphere and psychological, social, and organizational conditions of the work environment (Permatasari and Ratnawati, 2021). It includes factors such as interpersonal relationships, organizational culture, communication, leadership, and other factors that influence employees' perception and experience within the organization.

The concept of "work-life balance" refers to an individual's ability to integrate and harmonize work-related responsibilities and activities with those related to personal and family life (Irfan, et al., 2021). It includes time management, priorities management, and energy management to maintain a healthy balance between these two components.

The term "demographic implications" refers to the effects and consequences that the dynamics of the work climate and work-life balance can have on demographic aspects of the population, such as age, gender, marital status, level of education, and other relevant demographic characteristics (Akinbola and Ighomereho, 2022).

Following the analysis of specialized literature, several relevant theories emerge regarding the dynamics of the work climate, work-life balance, and demographic implications:

- **Theory of Work-Family Conflict:** This theory (Greenhaus and Beutell, 1985) suggests that there is a competition between an individual's professional and personal roles, and conflicts between these roles can arise when the demands and expectations associated with them are incompatible or overlap. These conflicts can have consequences on job satisfaction, health, and overall life balance.
- **Job-Demands Resources (JD-R) Model:** This model suggests that the work climate can be influenced by specific job demands and resources available to employees (Demerouti, et al., 2021). Factors such as workload, job control, social support, and opportunities for professional development can affect employee satisfaction and engagement, thus impacting the balance between professional and personal life.

- **Theory of Gender Role Conflict:** This theory (Asfahani, 2021) examines how traditional gender roles and associated social expectations can contribute to conflicts between professional and personal life. For example, societal pressure on women to fulfill roles as mothers and wives while pursuing their careers can generate additional conflicts and stress (Thrasher, et al., 2022).
- **Organizational Socialization Theory:** This theory (Cooper-Thomas and Anderson, 2006) explores how the process of integrating and adapting employees to organizational culture and values can influence their perception of the work climate and the balance between professional and personal life. Successful integration into the organization can contribute to greater job satisfaction and engagement, but it may also involve extra effort in managing time and personal responsibilities.
- **Organizational Diversity Theory:** This theory (Bakhri, et al., 2018) focuses on how the demographic diversity of employees (such as age, gender, ethnicity, education level, etc.) can influence organizational climate and the balance between professional and personal life. It emphasizes the importance of managing diversity to create an inclusive and equitable work environment that responds to the varied needs and preferences of employees.
- **Life Cycle Theory:** This theory (Barnett and Brennan-Wydra, 2024) examines how demographic factors such as age, marital status, career stage, etc., influence employees' experiences and priorities regarding work-life balance. It suggests that individual needs and expectations vary throughout life, and organizations should be aware of these differences and provide appropriate support and flexibility (Utterback, 2024).

Thus, in addition to the theories identified earlier in the specialized literature, an analysis will be conducted on how previous research has investigated and highlighted the connections between the dynamics of the work climate, work-life balance, and demographic characteristics of the population, such as age, gender, marital status, education level, etc. This analysis provides a deeper understanding of how these demographic aspects influence employees' perception and experience in the workplace. Here are some important points to be included in this context:

- **The impact of age on the balance between professional and personal life:** Previous studies may highlight how career and family responsibilities and demands vary according to age. For example, in the work of (Richert-Kaźmierska and Stankiewicz, 2016), it was found that older employees tend to have a better work-life balance than younger employees because they are better able to manage situations that may arise.
- **Gender differences and marital status in the perception of work-life balance:** Previous research may show how single individuals versus married ones perceive and manage the balance between professional and personal life differently. In the study by (Panisoara and Serban, 2013), contrary to previous research, it was found that the employees included in the study (single, married without children, married with children) do not have a significant level of balance between professional and personal life.
- **Education level and its impact on job satisfaction and the balance between professional and personal life:** previous research may explore how employees' education level influences their perception of the work climate and their ability to manage the balance between professional and personal life. For example, in the work of (Nugroho, et al., 2023), it was found that there is no significant correlation between an employee's level of education and the level of balance between professional and personal life.

2. Research methodology

The research methodology serves as the foundation for the entire investigation and analysis process in this study. This section provides a detailed overview of how we planned and implemented the research, including the methods of data collection and analysis.

For this study, we opted for a quantitative research design, using a structured questionnaire as the data collection instrument. This approach was determined by the complexity of the subject under investigation and our research objectives, which aim to achieve a deep and comprehensive understanding of the dynamics of the work climate, work-life balance, and demographic implications. The quantitative study will allow us to analyze numerical data, identify statistical trends and patterns, and measure relationships between variables.

To collect primary data, we developed a structured questionnaire covering relevant aspects of the research, including employees' perceptions of the work climate, work-life balance, and other aspects relevant to our

research objectives. The questionnaire was designed to be easily understandable and completed by participants, and the questions were formulated to provide detailed and relevant information for subsequent analyses.

The procedure for distributing the questionnaire was carried out through social networks, email, and online chat applications, using a method of total random sampling. This involves selecting participants completely randomly from the entire population, so that each member of the studied population, employees from various fields of activity, with diverse ages and demographic backgrounds, has an equal chance of being included in the sample. By using these multiple methods of distributing the questionnaire, we aim to obtain a diversified and representative sample that provides relevant and significant data for our analysis of the dynamics of the work climate and work-life balance.

Participants were invited to complete the questionnaire voluntarily, and confidentiality and anonymity were ensured during the data collection process.

Continuing, in order to accurately assess the objectives outlined at the beginning of the research, namely the analysis of employees' perceptions of the work climate, work-life balance, and the identification of demographic implications on employees' experiences, based on the previously analyzed specialized literature, we formulated some general and statistical hypotheses to be tested:

1. General hypotheses:
 - 1.1. General hypothesis 1: *Lack of balance between work and personal life leads to a high level of stress and exhaustion among employees in the workplace* (Irfan, et al., 2021). This hypothesis is correlated with the first objective of the research, namely, the evaluation of employees' perception of the work climate, focusing on a detailed understanding of how employees perceive the work environment.
 - 1.2. General hypothesis 2: *Low balance between private and personal life will lead to a low level of performance in the workplace* (Khaled adnan , 2019). The hypothesis is correlated with the second objective of the paper, namely, analyzing the work-life balance by investigating the extent to which employees manage to maintain a balance between professional and personal responsibilities.
2. Null statistical hypothesis H0: *There are no significant differences in employees' perception of the balance between work and personal life based on demographic characteristics (age, gender, level of education, marital status);* and the alternative statistical hypothesis H1: *There are significant differences in employees' perception of the balance between work and personal life based on demographic characteristics (age, gender, level of education, marital status).* This statistical hypothesis is consistent with the third objective related to identifying demographic implications on employees' experiences.

After obtaining the data resulting from the questionnaire, using IBM SPSS Software, we will apply various statistical tests to analyze the relationships and associations between variables and to draw relevant conclusions related to the hypotheses stated above. These tests will include, but will not be limited to correlation analyses, to evaluate correlations between different variables measured through the questionnaire, means comparison tests, to compare means or proportions between different groups of participants, based on demographic characteristics or other variables of interest, and regression analysis tests.

3. Results and discussion

The administered questionnaire consisted of 21 single-choice questions, with the first seven aimed at establishing a demographic profile of the respondents: age, gender, marital status, level of education, occupation, field of activity, and living environment. Thus, following the distribution, a total of 276 unique responses were obtained, highlighting a diverse demographic profile of the respondents.

Table no. 1. Analysis of data related to gender, age, living environment, and marital status

	Gender		Age				Living environment	
	Feminine	Masculine	18-25	26-39	40-55	over 55	Urban	Rural
Frequency	111	165	58	154	50	14	242	34
Percent	40,2	59,8	21,0	55,8	18,1	2,1	87,7	12,3
Mean	1,60		2,07				1,12	
Std. Deviation	0,491		0,769				0,329	

Source: conducted by the author, based on the results obtained from research using SPSS

The questionnaire had respondents from all targeted categories, as can be seen, there were a total of 165 male respondents, accounting for 59.8% of the total, while a percentage of 55.8% were in the age category of 26-39 years, resulting in an average value of 2.07. In terms of living environment, 87.7% of respondents live in urban areas.

Regarding marital status, the predominant group consisted of unmarried individuals, 177 in total, accounting for 64.1% of the total, while the second category was married individuals, comprising 27.5%.

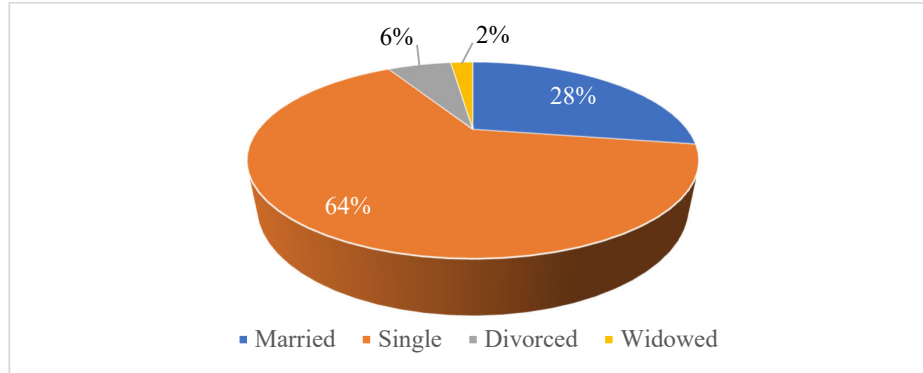


Figure no. 1. Percentage of respondents by marital status

Source: conducted by the author, based on the results obtained from research using SPSS

In order to complete the demographic profile of the respondents, we also chose to analyze their level of education, occupation, and field of activity. Thus, concerning the level of education, it can be observed that it is high, with the vast majority of respondents, 82.6%, having completed undergraduate studies, comprising 36.6%, and graduate studies, accounting for 46%. Out of the total of 276 respondents, 80.4% are employed in the private sector, 15.2% in the public sector, and a percentage of 4.3% are entrepreneurs.

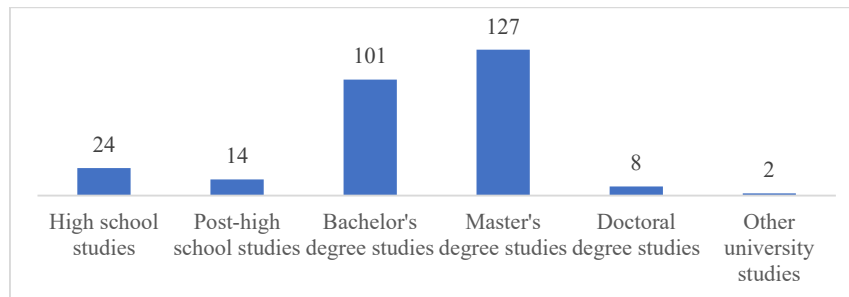


Figure no. 2. Number of respondents by level of education

Source: conducted by the author, based on the results obtained from research using SPSS

Regarding the field of activity, running a frequency test yields an average of 4.14, indicating a tendency towards fields such as Finance/Banking, Commerce/Retail, or Industry/Production. Additionally, a standard deviation of 2.147 was obtained, indicating a higher dispersion of responses around the mean value. Therefore, we conclude that respondents are involved in a variety of fields of activity, with a more significant presence in the aforementioned sectors, thus indicating considerable diversity in their fields of activity.

Table no. 2. Analysis of data related to the respondents' field of activity

	Information Technology	Healthcare	Education	Finance/Banking	Retail Commerce	Industrial Production	Services
Frequency	56	23	13	62	33	34	55
Percent	20,3%	8,3%	4,7%	22,5%	12,0%	12,3%	19,9%
Mean	4,14						
Std. Deviation	2,147						

Source: conducted by the author, based on the results obtained from research using SPSS

To verify the first general hypothesis, based on the literature review: *The lack of balance between professional and personal life leads to a high level of stress and exhaustion among employees at the*

workplace (Irfan, et al., 2021), we relied on multiple regression analysis. We defined the level of stress and exhaustion, resulting from the questionnaire, as the dependent variable, and the satisfaction level related to the balance between professional and personal life as the independent variable. Thus, the coefficient of determination, R Square, is 0.050, indicating that 5% of the variation in the level of stress experienced during a workweek is explained by the aforementioned independent variable. Regarding the ANOVA test, it indicates that the model is significant ($p < 0.001$), demonstrating the presence of a significant relationship between job satisfaction and stress level. The value of the standardized regression coefficient, the Beta coefficient, associated with the independent variable, is -0.223 units, indicating that for each unit change in job satisfaction, the stress level changes by -0.223 units. The negative value of the coefficient is interpreted as follows: higher job satisfaction is associated with lower stress levels. In conclusion, all these statistical results suggest that there is a significant relationship between job satisfaction and perceived stress level. According to the negative Beta coefficient, higher satisfaction is associated with lower stress levels. However, the model explains only a small part of the variation in stress levels, meaning that there are other variables that may influence it.

Regarding the second general hypothesis: *A low balance between personal and private life will lead to a low level of performance at the workplace* (Khaled adnan, 2019), to verify it, we chose to use two statistical tests: linear regression analysis, which allows us to examine how the independent variable, the level of balance between personal and private life, influences the dependent variable, job performance, and a correlation test to determine the Pearson correlation coefficient, which provides a measure of the correlation between the two variables. Thus, following the first statistical test, we obtained a correlation coefficient, R, with a value of 0.247, indicating a moderate correlation between the two variables, and the coefficient of determination, R Square, 0.061, indicating that 6.1% of the variation in job performance is explained by the balance between professional and personal life.

Table no. 3. Model summary from the linear regression analysis for general hypothesis 2

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,247	0,061	0,058	0,0717

Source: conducted by the author, based on the results obtained from the research using SPSS

Analyzing the correlation table, one can observe the Pearson correlation coefficient value, 0.247, indicating a moderate positive correlation between the level of workplace performance and the balance between professional and personal life. The small p-value of the statistical test for the correlation coefficient, Sig.(2-tailed), indicates that the correlation is statistically significant at the 0.01 level. In conclusion, the correlation table shows that there is a significant positive correlation between the level of workplace performance and the balance between professional and personal life.

Table no. 4. Correlation Table for General Hypothesis 2

		How do you assess your level of performance at work?	How do you evaluate the balance between your professional and personal life?
How would you rate your level of performance at work?	Pearson Correlation	1	0,247
	Sig.(2-tailed)		0,001
	N	276	276

Source: conducted by the author, based on the results obtained from the research using SPSS.

To confirm the null hypothesis H0: *There are no significant differences in employees' perception of work-life balance based on demographic characteristics (age, gender, education level, marital status) or the alternative hypothesis H1: There are significant differences in employees' perception of work-life balance based on demographic characteristics (age, gender, education level, marital status)*, we chose to use the analysis of variance (ANOVA) statistical test. In this test, the dependent variable is employees' perception of work-life balance, while the independent variable is each demographic factor analyzed separately: gender, age, education level, and marital status:

- For gender, the F coefficient value is 15.294, Sig. <0.001, and the Adjusted R Squared value is 0.049. In conclusion, the results indicate a significant difference in perception based on gender, with male participants reporting a higher perception of balance. Approximately 4.9% of the variation in perception of work-life balance can be explained by gender differences.
- For the independent variable age, the ANOVA test indicates that there is no significant difference in the perception of work-life balance based on age, as the associated p-value is higher than the usual significance level of 0.05.

- Similar to the previous situation, for the level of education, the associated p-value is 0.639, indicating that the observed difference in the perception of work-life balance based on the level of education is not statistically significant, as the p-value is higher than the usual significance level of 0.05.
- In the case of the independent variable marital status, there is an F-value of 1.132, and the associated p-value is 0.336, indicating that the observed differences in perception based on marital status are not statistically significant at the usual significance level of 0.05.

To provide valuable insights for management practices, the correlation between flexible work arrangements and the improvement of work-life balance was analyzed. A correlation test was conducted, resulting in a Pearson correlation coefficient of 0.443 and a p-value of <0.001. This indicates a significant positive correlation. In other words, individuals who are more satisfied with the flexibility of their work schedule tend to have a more positive perception of their work-life balance overall.

Table no. 5. Table for analyzing the correlation between flexible work schedule and work-life balance

		How satisfied are you with the level of flexibility in your work schedule?	How do you evaluate the balance between your professional and personal life?
To what extent are you satisfied with the level of flexibility of your work schedule?	Pearson Correlation	1	0,443
	Sig.(2-tailed)		<0,001
	N	276	276

Source: conducted by the author, based on the results obtained from the research using SPSS

Conclusions

This study aimed to evaluate employees' perceptions of the work environment, analyze the balance between professional and personal life, and identify demographic implications on these aspects. Based on the literature review, relevant theories for the research were identified: Work-Family Conflict Theory, Job-Demands Resources Model, Gender Role Conflict Theory, Organizational Socialization Theory, Organizational Diversity Theory, and Life-Cycle Theory. All of these theories suggest that a precarious balance between professional and personal life can lead to high levels of stress, burnout, and decreased productivity in the workplace.

Regarding the general hypotheses stating that The lack of balance between professional and personal life leads to a high level of stress and burnout among employees (Irfan, et al., 2021) and a low balance between private and personal life leads to low job performance (Khaled adnan , 2019), these were confirmed through multiple regression analysis and correlation tests. The null hypothesis H0: There are no significant differences in employees' perception of the balance between professional and personal life based on demographic characteristics (age, gender, education level, marital status) was rejected because it was found that gender brings significant differences in perception.

To provide recommendations for increasing the level of balance between professional and personal life, the existence of a correlation between this balance and employees' flexible work schedules was analyzed, and it was found to have a significant impact. Therefore, companies could adopt strategies and policies to provide employees with more flexibility in organizing their work time to reduce stress and improve productivity.

Despite the significant contributions of this research, it is important to acknowledge some limitations that could influence the interpretation and generalization of the results. The first limitation stems from the characteristics of the sample, which consisted of 276 unique responses. This sample, although sufficiently large to allow relevant quantitative analyses, may not be representative of the entire population due to the online distribution of the questionnaire and varied internet accessibility. Furthermore, subjectivity and possible incomplete or inaccurate responses could have affected the integrity of the data. Additionally, there is a limitation related to the nature of the questionnaire used, which may not have fully covered all relevant aspects of employees' experiences and work-life balance. These limitations should be considered in interpreting the results and generalizing them to other contexts or populations.

Overall, this study makes a significant contribution to understanding the dynamics of the work environment and the balance between professional and personal life, highlighting the importance of implementing appropriate human resources policies and practices to enhance employee well-being and performance. These findings can serve as a starting point for the development of organizational strategies aimed at creating a healthy and balanced work environment.

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