

WORK LIFE BALANCE: A LITERATURE REVIEW

Harsimranjeet Kaur

Research Scholar, School of Management Studies, Punjabi University,

Work–life balance is a concept including proper prioritizing between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation). Related, though broader, terms include "lifestyle calm balance" and "lifestyle choices". Work-life balance is the ability to experience a sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure. It's attaining focus and awareness, despite seemingly endless tasks and activities competing for your time and attention. Going further, work-life balance entails having some breathing space for yourself each day; feeling a sense of accomplishment, while not being consumed by work; and having an enjoyable domestic life without short-changing career obligations. And it's rooted in whatever fulfilment means to you within 24-hour days, seven-day weeks, and however many years you have left.

The Six Components of Work-Life Balance:

- 1) **Self-Management:** Sufficiently managing one's self can be challenging, particularly in getting proper sleep, exercise, and nutrition. Self-management is the recognition that effectively using the spaces in our lives is vital, and that available resources, time, and life are finite. It means becoming captain of our own ship; no one is coming to steer for us.
- 2) **Time Management:** Effective time management involves making optimal use of your day and the supporting resources that can be summoned – you keep pace when your resources match your challenges. Time management is enhanced through appropriate goals and discerning what is both important and urgent, versus important or urgent. It entails knowing what you do best and when, and assembling the appropriate tools to accomplish specific tasks.
- 3) **Stress Management:** By nature, societies tend to become more complex over time. In the face of increasing complexity, stress on the individual is inevitable. More people,

distractions, and noise require each of us to become adept at maintaining tranquility and working ourselves out of pressure-filled situations. Most forms of multi-tasking ultimately increase our stress, versus focusing on one thing at a time.

- 4) **Change Management:** In our fast-paced world, change is virtually the only constant. Continually adopting new methods and re-adapting others is vital to a successful career and a happy home life. Effective change management involves making periodic and concerted efforts to ensure that the volume and rate of change at work and at home does not overwhelm or defeat you.
- 5) **Technology Management:** Effectively managing technology means ensuring that technology serves you, rather than abuses you. Technology has always been with us, since the first walking stick, flint, spear, and wheel. Now, the rate of change is accelerating, brought on by vendors seeking expanding market share. Often there is no choice but to keep up with the technological Joneses, but you must rule technology, not vice versa.
- 6) **Leisure Management:** The most overlooked of the work-life balance supporting disciplines, leisure management acknowledges the importance of rest and relaxation—that one can't short-change leisure, and that "time off" is a vital component of the human experience. Curiously, too much of the same leisure activity, however enjoyable, can lead to monotony. Thus, effective leisure management requires varying one's activities.

Mukururi J.N. and Ngari J.M. (2014) in their research paper, **"Influence of Work Life Balance Policies on Employee Job Satisfaction In Kenya's Banking Sector; A Case of Commercial Banks in Nairobi Central Business District"**, analyzed the relationship between work life balance policies and employee job satisfaction. The study employed descriptive research design. The target population was Two hundred and Forty Respondents. Data was collected using questionnaires, and analysed using Statistical Package for Social Sciences. The general objective of the study was to establish the Influence of work life balance policies on Employee job satisfaction in Commercial Banks. Specifically the study was guided by the following objectives; to assess whether flexible work practices, Leave Provisions, Welfare Policies, Job Design etc. in influencing employee job satisfaction in

Commercial Banks in the Central Business District. Correlation analysis was used to establish the relationship between the study variables while multiple regression analysis was used to estimate the predictive of influence of work life balance policies on employee job satisfaction in the Kenyan banking sector. Inferential statistics namely Pearson's product moment correlation analysis was employed for the study variables. Pearson's product moment correlation tests were chosen in order to assess whether there is a relationship between the study variables. The method was also chosen because a rating scale was used in the questionnaire. A multivariate regression model was applied to determine the relative importance of each of work life balance policies on employee job satisfaction in the Kenyan banking sector. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction. The goodness of fit, $R= 0.618$ showed a good strength of the relationships between independent variables and the dependent variable. The result of this study makes the recommendation that managers in banks should improve the work life balance policies offered to employees in order to increase their job satisfaction, to improve staff commitment and productivity.

Arif B. and Farooqi Y.A. (2014) in their research paper, “**Impact of Work Life Balance on Job Satisfaction and Organizational Commitment Among University Teachers: A Case Study of University of Gujrat, Pakistan**”, explored the impact of work life balance on job satisfaction and organizational commitment among teaching employees of university of Gujrat. A sample of 171 employees gathered via stratified random sampling which has been provided the basis for analysis. Data was collected through questionnaire and analyzed through SPSS. The objective of the study was to find the impact of work life balance on job satisfaction and organizational commitment. The Hypothesis H1: There is a positive relationship between work life balance and job satisfaction of teaching employees of University Of Gujrat and H2: There is a positive relationship between work life balance and organizational commitment of teaching employees of University Of Gujrat. In their study population was heterogeneous because teaching employees belong to different departments. Heterogeneous population was divided into homogeneous subgroup, so departments were divided into different strata and randomly select the sample of teachers of 171. So in this study stratified random sampling was used to reduce the heterogeneity of population. It was concluded from the research that the employees work and life balance affects employee's

satisfaction and their commitment with the organization. Those university employees having balance in their work and life are more satisfied with their job. So it is proved that relationship exist in Work Life Balance, Job Satisfaction and Organizational Commitment. The correlation result shows that significant positive relationship exists between work life balance and job satisfaction of university teachers. The correlation results also indicate that there is positive relationship exists between work life balance and organizational commitment of university teachers. At the end employer should try to balance employees work and life to get satisfied and committed employees. Understanding the relationship between employee job satisfaction, WLB and organizational commitment give basis for future research and provide benefits to organization and individual.

Maeran R., Pitarelli F. and Cangiano F. (2013) in their research paper “**Work-life balance and job satisfaction among teachers**”, aimed to investigate several theoretical constructs associated The results were based on an exploratory study conducted on 286 teachers in the province of Vicenza (Italy). The research was performed using a questionnaire, which consisted of different scales in taken and adapted from the relevant literature. The objectives were to investigate whether teachers’ job has a detrimental (work-family conflict) or beneficial effect (work-family enrichment) on family life, and vice versa (family-work conflict, family-work enrichment). Furthermore, particular attention was paid to socio-demographic variables to determine whether the perception of balance between participants’ job and personal life varied according to them. Within the questionnaire were also included items related to specific constructs of work-life balance (i.e., subjective importance of work, locus of control, flexibility and work autonomy) in order to analyze the presence of possible implications and/or correlations with it. The researchers used Pearson’s Coefficient of Correlation test to find the correlation of factors with age, hours of service and length of service along with Work-life balance and job satisfaction among teachers. Overall, from the results it was found that teachers perceive only a moderate negative influence of work over family (work-family conflict), as the average value of this variable is only marginally significant. Instead, it can be noted to a more considerable extent the positive influence between work and family, and the perception that one’s commitment in various areas has positive implications on other life spheres.

Dissanayaka N.M.N.P and Ali M.A.M.H. (2013) in their research paper, **“Impact of work lifebalance on employees performance: An Empirical Study on Seven Apparel Organizations in Sri Lanka”**,analyzed therelationship between Work Life Balance (WLB) andEmployees Performance. This study involved 96employees who were selected from seven apparel firmsin Sri Lanka. In specificthe research problems were addressed in this researchpaper:Is there any relationship between work lifebalance and employee’s performance in SriLanka?Is work life balance positively related to the employee performance?Do work life balance influence significantly theemployee performance? The objective of the paper is to investigate whetherWLB influence the employees performance to asignificant extent in apparel industry in Sri Lanka.The researchers used Pearson’s Coefficient of Correlation test to find the correlation between employee work life balance and employeeperformance.The results of the study lead to confirm theprediction made by the researchers regarding asignificant and positive relationship between work-lifebalance and employees performance of employees. Itis more likely that an improvements of practices ofWLB for apparel industry employees will bring resultsin improvements of Employees’ Performance. Byanalyzing the approaches of the organization’s worklife balance practices, the researchers recommend tofocus such as on flexible work arrangements, positiveworking environment, certain degree of autonomy atwork, and guide the employees to allocate the enoughtime for family responsibilities. The research revealed there is a positiverelationship between work life balance and employeeperformance. An important implication of the findingsis that there is a need for a systematic effort to enhancework life balance of employees to achieve betteremployee’s performance.

Baral R. And Bhargava S. (2009), in their research paper, **“Work-family enrichment as a mediator between organizationalinterventions for work-lifebalance and job outcomes”**, examined the role of work-family enrichment in the relationshipsbetween organizational interventions for work-life balance (job characteristics, work-life benefits andpolicies, supervisor support and work-family culture) and job outcomes (job satisfaction, affectivecommitment and organizational citizenship behaviour). It was hypothesized that organizationalinterventions for work-life balance will be positively related to job outcomes

and work-to-family enrichment will mediate these relationships. Data were collected from 216 managerial employees through a structured questionnaire from four organizations in India representing manufacturing and information technology (IT) sectors. The researchers used t-test and ANOVA test to estimate if there were any significant mean differences in any of the dependent variables since, data were collected from two different sectors (manufacturing and information technology) and four different organizations. Significance level was set at 0.05 to reduce Type I error. The researchers used multiple regressions to test all hypotheses, mediation using Barron and Kenny's (1986) mediated regression technique and used Sobel's (1982) test to determine the significance of the mediation (McKinnon et al., 2002) with the help of the online calculator (Precher and Leonardelli, 2001). Analysis was done using multiple regressions. The findings showed that Job characteristics were positively related to all the measures of job outcomes. Supervisor support and work-family culture were positively related to job satisfaction and affective commitment. No significant association was found between work-life benefits and policies (WLBP) and any of the job outcome measures. Job characteristics and supervisor support were positively related to work-to-family enrichment. Work-to-family enrichment mediated the relationships between job characteristics and all job outcomes and between supervisor support and affective commitment.

Kar S. and Misra A.C. (2013) in their paper, “**Nexus between Work Life Balance Practices and Employee Retention – The Mediating Effect of a Supportive Culture**”, analysed the impact of work life balance practices on employee retention and the mediating effect of a supporting culture based on empirical evidence drawn from Indian IT sector. The findings showed that a work life balance supportive culture mediates the effect of the availability of work life balance practices on organizational performance. The Hypothesis H1: There is significant positive relationship between the variables taken in the study that describes the supportive organizational culture and the factors of Work Life Balance Practices and Employee Retention. The scope of the study was restricted to IT Industry. One hundred respondents of different ranks and file from six IT Organizations (Wipro, TCS, IBM, HCL, Infosys, Accenture) of Bangalore city have been taken for the study. A two stage sampling method with purposive sampling to choose the IT companies and Simple Random Sampling

to choose the respondents were adopted. The primary data was collected with the administration of a structured questionnaire in six IT companies of Bangalore. The statistical tools like descriptive statistics, correlation, and regression are used with SPSS 20.0 version. The Correlation and Coefficient indicates the relatedness of the factors on the basis of all the variables. It was analyzed that there is a significant positive relation between variables and the factors. Organizational Support Mechanisms were found to be related to the Organizational Work Life Balance (WLB) Policy and Practices with the respective variables and Work Life Balance policies are related to employee retention. The highest mean value of 2.26 for supportive management as part of the organizational culture clearly indicates, that it is a crucial factor and it is highly required for the WLB policy planning and implementation which is definitely going to retain the talent. The findings showed that a WLB supportive culture mediates the effect of the availability of WLB practices on organizational performance. There was a significant mediating effect on the relationship between the WLB and employee retention. Lastly the evidence suggested that improvements in people management practices with a high supportive work culture characterized by work time and work life flexibilities contributes to increased work life balance and make the employees more productive. The role of the corporate culture has a strong role to play between Work Life Balance Practices and the HR issues like recruitment, retention, turnover, commitment, satisfaction and productivity.

Azeem S.M. and Akhtar N. (2014) in their paper, “**The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees**”, examined the effects of perceived work-life balance and job satisfaction on organizational commitment among healthcare employees. The variables used in the study were work life balance, job satisfaction and organizational commitment experienced by hospital staff. The target population for this study was defined as doctors, nurses, and other staff in public and private hospitals. The degree of work-life balance was measured using the five statements from Chaney (2007) and eight statements from Gutak et. Al. (1991). The short version of the Minnesota Satisfaction Questionnaire (MSQ) was used to measure job satisfaction. The Organizational commitment was measured by selecting 11 items from Blau et.al.’s (1993) work commitment index. 275 respondents completed the survey. The respondents were

selected through convenient sampling method from easily approachable and supportive public and private hospitals in Uttar Pradesh State of India. The results showed that respondents have moderate level of perceived work-life balance, job satisfaction and commitment. Significant relationship is found among work-life balance, job satisfaction and organizational commitment. A regression analysis revealed that 37% variance in organizational commitment and job satisfaction is attributed to work-life balance.

Malik I.M., Gomez F.S., Ahmad M. and Saif M.I. (2010) in their paper “**Examining the Relationship of Work Life Balance, Job Satisfaction and Turnover in Pakistan**”, did cross - sectional study that showed the doctors who are better able to manage the work and the life activities are more satisfied with their jobs and have less intentions to leave their jobs. Data was processed by using SPSS, t- test, Pearson’s correlation and multiple regression analysis were used to analyse the data. The study contributed to the available literature by providing an empirical evidence to prove the relationship and explore the cultural aspect of the said relationship in a developing country. Sample constituted of 204 MBBS qualified doctors working in different public and private sector hospitals in the different cities of Pakistan. Total 500 questionnaires were distributed out of which 204 complete responses were achieved. The response rate of survey was 40.8%. A convenient sampling method was used to collect the responses. The results showed that when there is a better balance between one’s work activities and life activities there are more chances that one feels comfortable at work which results in satisfaction at work. The results showed that female doctors were better able to manage their work and nonwork responsibilities as compared to men and were more satisfied with their jobs compared to male doctors.

Gupta S. (2010), in his paper on “**Emotional Intelligence and Work Life Balance of Employees in the Information Technology Industry**”, examined the relation between Emotional Intelligence and Work Life Balance, Quality of Work Life and Subjective Well Being. The researcher has taken 30 respondents from the IT Industry. The Pearson Coefficient Test was used to find the relation and all were having significant level. The major findings of the study were that the three major behaviours of work that interferes with personal life were unhappiness with the amount of time for non – work activities followed by

missing personal activities due to work and putting personal life on hold because of work. The two major factors impacting work – life balance of IT employees are feeling exhausted at the end of days work and quitting their jobs or taking a career break because of work – life balance issues. The major work related factor interfering with personal life were, carrying cell phone or a pager so that the employees can be reached after normal business hours and checking email or voice mail at home after returning from work. The highest difference was noticed in Work from home all the time, followed by part time work. The least difference was found in paid leave of absence for education and paid paternity leave. In case of paid maternity leave the prevalence of it was found to be higher than the awareness of the work – life balance programs. Usage of work – life balance programs like part time, work from home all the time, career breaks and brief paid sabbatical of 1 – 2 months had higher level of risk involved to an IT employee's position. Whereas flexible work schedules, paid paternity leave, work from home occasionally and paid maternity leave had less risk involved to an IT employee's position. IT employees were more likely to use work – life balance programs like flexible work schedules followed by work from home occasionally, paid leave for sick family member i.e. (parent, child, spouse) and paid paternity leave. Where they were less likely to use programs like, work from home all the time, career breaks part-time work and paid maternity leave.

Greenhaus J.F, Collins K.M and Shaw J.D (2002), in their paper, “**The relation between work–family balance and quality of life**”, examined the relation between work–family balance and quality of life among professional employed in public accounting. Three components of work–family balance were assessed: time balance (equal time devoted to work and family), involvement balance (equal involvement in work and family), and satisfaction balance (equal satisfaction with work and family).

The researchers formulated the following Hypothesis viz. Hypothesis 1: There is an interaction between time balance and total time devoted to work and family roles in predicting quality of life. Hypothesis 2: There is an interaction between involvement balance and total involvement in work and family roles in predicting quality of life. Hypothesis 3: The interaction between time balance and the total amount of time devoted to work and family roles predicting quality of life is mediated by work–family conflict and stress. Hypothesis 4:

The interaction between involvement balance and total involvement in work and family roles predicting quality of life is mediated by work–family conflict and stress. Hypotheses 1–4 predicted relations of time balance and involvement balance with quality of life. Hypothesis 5: There is an interaction between satisfaction balance and total satisfaction with work and family roles in predicting quality of life. Hypothesis 6: The interaction between satisfaction balance and total satisfaction with work and family roles predicting quality of life is mediated by stress.

The participants were members of the American Institute of Certified Public Accountants (AICPA) who were employed in public accounting at the time of the study. Surveys were mailed to 1,000 randomly selected members of the AICPA who met pre-established criteria, of whom 428 (42.8%) responded.

The researchers assessed three components of work–family balance: time, involvement, and satisfaction. To avoid the limitations of individual judgments about balance, direct measures of work–family balance were calculated and these measures compared: (1) the amount of time spent at work with the amount of time spent on home and family activities, (2) involvement in work with involvement in family, and (3) satisfaction with work with satisfaction with family. To calculate time balance, a balance coefficient developed by Janis and Fadner (1965) and used more recently by Deephouse (1996) was used. Career involvement was assessed with three items from Lodahl and Kejner's (1965) job involvement scale, with the word career substituted for job. Responses to the three items, each of which was assessed on a 5-point scale from strongly disagree to strongly agree, were averaged to form a total score. Family involvement was assessed with a parallel set of three items (with the word family substituted for career) that has been used previously in the literature (Parasuraman, Greenhaus, & Granrose, 1992). Career satisfaction was assessed with a 5-item scale developed by Greenhaus, Parasuraman, and Wormley (1990). To assess quality of life, the dependent variable, respondents were presented with seven bipolar items that describe “how you feel about your present life” (Quinn & Sheppard, 1974; Staines, Pottick, & Fudge, 1986): boring-interesting, miserable worthwhile, empty-full, discouraging-hopeful, disappointing-rewarding, hard-easy, and tied down-free. The mediating variables examined in this study were work–family conflict and life stress. Two directions of work–family conflict were assessed with items derived from prior research (Friedman & Greenhaus, 2000;

Kopelman, Greenhaus, & Connolly, 1983; Parasuraman et al., 1992). Work-to-family conflict was measured by 4 items and family-to-work conflict was measured by 2 items. Responses to the work–family conflict items were made on a five-point scale from strongly agree to strongly disagree. Stress was assessed with two items from Patchen (1970).

The results showed that for individuals who invested substantial time in their combined work and family roles, those who spent more time on family than work experienced a higher quality of life than balanced individuals who, in turn, experienced a higher quality of life than those who spent more time on work than family. It was observed similar findings for involvement and satisfaction. Lastly the contributions of the study to the work–family balance literature and discussed the implications of the findings for future research.

Sobia Shujat S., Farooq-E-Azam Cheema and Bhutto F. (2011), in their research paper, **“Impact of Work Life Balance on Employee Job Satisfaction in Private Banking Sector of Karachi”**, analyzed the impact of work life balance on employee job satisfaction in private banking sector of Karachi. The data were collected keeping in consideration features such as gender, age, managerial position and tenure of job. Factors involved are job satisfaction and work life balance with respect to flexible working conditions, work life balance programs, employee intention to change/leave job, work pressure/stress and long working hours. The objectives of the study was to examine the impact of work life balance on employee job satisfaction and to identify which factors of work life balance have more influence on employee job satisfaction in banking sector. The Hypothesis to be tested included H1: There is no effect of long working hours on employee job satisfaction. H2: There is no effect of flexible working condition on employee job satisfaction. H3: There is no effect of work pressure on employee job satisfaction. H4: There is no effect of change of job on employee job satisfaction. H5: There is no effect of work-life balance programs on employee job satisfaction. The Research Methodology included a sample of a total of 300 questionnaires were distributed out of which 273 were returned back after filling. The selected method for sampling in this research is snowball sampling. Data were collected using both primary and secondary sources. Primary data were collected through questionnaires. The data was analyzed using SPSS, test applied was correlation. The findings suggested that work life balance has very less impact on employee job satisfaction in private commercial banking

sector of Karachi. The reason of such results may be due to the uncertain conditions, high inflation and unemployment rate in Pakistan.

Sail J. and Pawar P. (2013), in their paper, “**A Study on Performance Management and Work life Balance of Corporate Working Women**”, examined the Performance Management and Work Life Balance (WLB) of Corporate Working Women. A total of 50 departments were taken from IT, Banks and Manufacturing. The researcher had used stratified random sampling with probability sample as a procedure for research. The objectives of the research were viz. To study work life balance problems of corporate working women as per Indian conditions; To study performance management of organization; To study positive as well as negative impact of WLB on performance of individual and To study and test independence of attributes. The Hypothesis included H₀: - WLB is negatively correlated with performance of women Vs H₁: - WLB is positively correlated with performance of women. H₀: - Indian corporate conditions are negatively correlated with WLB Vs H₁: - Indian corporate conditions are positively correlated with WLB. H₀: - Attributes are independent Vs H₁: - Attributes are dependent. The Correlation and Chi-square tests were used for analysis of the data collected. The results concluded that the Work life Balance is positively correlated with performance of women. The attributes are dependent and hence each factor is dependent on other. For better performance from the working women organization should implement Development programs. Company should implement Brain storming techniques so as to improve the performance of the working women. The strategic planning is necessary for smooth working of business. Another most important thing is that this organization should have some sort of get-together yearly once and appreciation of work of employees and workers should be done so that they get motivated to work. On the basis of results of this study, organizations can make a strategy to enhance and to improve the performance which ultimately increases satisfaction level of the employees.

Maurya V.N, Jaggi C.K., Singh B., Arneja C.S., Maurya A.K and Arora D.K (2015 March), in their paper, “**Empirical analysis of work life balance policies and its impact on employee’s job satisfaction and performance: Descriptive statistical approach**” analyze the relationship between work life balance policies and employee

jobsatisfaction. The objectives of the study specifically included assessing whether flexible work practices, leave provisions, family welfare policies and job design influence employee's job satisfaction and performance in commercial banks in considerably bigger cities and metro cities of India. For the purpose of this study, the researcher adopted descriptive design using both open and closed ended questions to gather data to enable the analysis. The study targeted employees working in commercial banks which consisted of 240 working in commercial banks in Lucknow, Kanpur and Greater Noida of Uttar Pradesh, India. A sample size of 60 respondents was arrived at as

25% of the target population of 240. Statistical primary data was collected using questionnaires, and analyzed using statistical package for management and social sciences. The researcher mainly used descriptive statistics and inferential statistics to analyze data. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. Multiple regressions were used to determine the predictive power of the factors. The questionnaires were designed on four scales of Work life policies viz. Flexibility Policies, Leave Policies, Welfare Policies and Job Design having threshold of 7. The researchers performed the multivariate correlation analysis and multivariate regression analysis. Welfare policies and employee job satisfaction, the results showed there existed a strong and positive correlation between welfare policies and employee job satisfaction.

The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction. The goodness of fit, $R = 0.618$ showed a good strength of the relationships between independent variables and the dependent variable. The result explored herein makes the recommendation that managers in banks should improve the work life balance policies offered to employees in order to increase their job satisfaction, to improve staff commitment and productivity.

Gupta S. and Charu (2013), in their research paper, “**Analyzing Work Life Balance and Burnout as Predictors of Job Satisfaction in IT industry of Gurgaon: A Case Study Of IBM & WIPRO in 2008-10**”, studied the impact of Work Life Balance and Burnout on Job Satisfaction. The objectives of the study were to examine the impact of Work Life Balance on Job satisfaction of employees and to measure the influence of burnout on job satisfaction. The sampling Size included 100 individuals working in IBM and WIPRO, Gurgaon and Non

Probabilistic Sampling technique was used. The Hypothesis included H1: Work Life Balance increases Job Satisfaction and H2: Burnout decreases Job Satisfaction. The statistical tools used were Chi-square test, Correlation, Linear Regression and Reliability Test. The finding of the study showed that Work life balance and burnout affects job satisfaction among employees in IT sector. The organizations play an important role in dealing with work life balance and burnout. It was found that there was a significant difference in the level of stressors among men and women. Poor satisfaction results in lower morale and productivity. Work life balance helps in healing a society off its problems such as increasing infertility among working people, increasing number of divorces and its adverse effects on health. Organization helps the employees to achieve work life balance and reduce their burnout by retaining them in the organization. It was recommended to acknowledge that employees whose work and personal lives are balanced bring significant flow-on benefits for organisations. Ensure that formal policies in place are consistent with what employees actually experience. Policy provision alone is not sufficient to ensure employees work life balance.

Holly S. and Mohnen A.(2009),in their research paper “**Impact of working hours on work–life balance**”, examined the influence of working hours on employees’ satisfaction, using a large representative set of panel data from German Socio Economic Panel (GSOEP). The results show that high working hours and overtime in general do not lead to decreased satisfaction. Rather, increasing working hours and overtime have positive effects on life and job satisfaction, whereas the desire to reduce working hours has a negative impact on satisfaction. In 2009, nearly 60% of employees wanted to reduce their working hours. The overall number of hours by which employees want to reduce their working time is driven mainly by overtime compensation. Since 1984, approximately 20,000 household members have been surveyed annually, which indicates it provides a representative sample of German inhabitants. The overall analysis includes German full- and part-time, white- and blue-collar workers. Hypothesis: If employees want to reduce their working hours, a negative effect on various types of satisfaction occurs. The t-test and complete regressions were applied on the variables of socio-demographic characteristics, job characteristics, occupational status, leadership position, and industry. The results concluded that a significant driver of the wish

to reduce working hours is the use of a homeoffice. Employees who work at home regularly want to reduce their hours significantly more, which we hold may be driven by the unobservability of their performance. Furthermore, flexible working hour arrangements decrease satisfaction, compared with fixed working hours, which is remarkable considering the increasing tendency among German companies to offer flexible working arrangements.

Asadullah M.N. and Rosa M. Fernández(2008), in their research paper “**Work-Life Balance Practices and the Gender Gap in Job Satisfaction in the UK: Evidence from Matched Employer-Employee Data**” studied the role of work-life balance practices (WLB) in explaining the “paradox of the contented female worker”. The variables of Job Satisfaction included Work itself, Pay and Autonomy. The data was collected from the UK’s 2004 Workplace Employee Relations Survey (WERS04) the last wave of a survey on Industrial Relations carried out periodically in the UK since 1980 (<http://www.wers2004.info/>). The unit of analysis is the sampled employees in each establishment of which there are on average 12 per establishment. The two methodologies (Ferrer-i-Carbonell and Frijters, 2004) were used as the approach favoured by psychologists assumes that satisfaction is a monotonic transformation of an underlying personal trait called “welfare” and because of continuity not only the levels but also differences in reported satisfaction are meaningful measurable magnitudes. After establishing that females report higher levels of job satisfaction than men in the UK, the tests were conducted to find whether firm characteristics such as Work Life Balance (WLB) and gender segregation boost the satisfaction of women proportionately more than that of men, thereby explaining why the former are reportedly happier. The results prove that WLB practices increase the likelihood of reporting higher satisfaction but similarly for both demographic groups thereby reducing the gender gap in job satisfaction only slightly. Still, the results indicated that WLB practices at the forefront of worker welfare policy improve the wellbeing of the workforce. Experiments with firm-fixed effects allowed by the matched dimension of the data reveal that firm effects are relevant but they only explain a half of the gender gap in job satisfaction, suggesting that the other half may be due to individual heterogeneity.

Susi S., and Jawaharrani K.(2011)in their research paper “**Work-Life Balance: The key driver of employee engagement**” explored work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees productivity and retain them. The researchers have taken the prominent IT industries worldwide and did the comparative analysis of the Work Life Balance practices. Further, the researcher did the analysis of Impact of Family-Friendly policies towards Employee commitment in various organizations by the work done by other researchers through Review of Literature. The researchers concluded that the Work-life balance and employee engagement becomes a visible benchmark among high performing organizations that reap the economic and reputational benefits of being publicly recognized as a ‘best place to work’ or an ‘employer of choice’. Many Family-friendly organizations feel the need for work/ life balance which include recruitment and retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction, and better life balance. It was suggested by the researchers that an effectiveness of work-life balance policies and practices must incorporate the effects of workplace culture and supervisor support of employees’ efforts to balance work and Family responsibilities. Developing and maintaining a culture that enables and supports the opportunity to have a desired work life balance and to promote the benefits of the employee & organization. Work-life balance must be supported and encouraged at all levels of the organisation, including senior management, line managers and all staff. An organization which encourages work-life balance policies and practices will win the benefits of augmented employee engagement and also a positive outcome is dependent on a workplace culture that is supportive of using work-life initiatives.

Skinner N. and Chapman J. (2013), in their research paper “**Work-life balance and family friendly policies, review the work-life**”, reviewed the policies and practices that are likely to have the greatest impact on work-life outcomes, specifically reducing the negative impact of work on other life domains (work-life interference), and enhancing the positive effect (work life facilitation). The review addresses four policy areas common in work-life studies of the general workforce: employee-centered flexible work practices; working hours (e.g. access to part-time work); paid and unpaid leave (e.g. parental leave); and access to childcare. They then considered the work-life literature related to two specific industries – the

Australian and (New Zealand) public sector, and health and social services – to identify work-life issues and practices specific to each industry. The researcher did the Review of Literature regarding Flexibility, Working Hours, Leave and Childcare for Work-life balance in industry. Then Review of Literature with respect to public sector, health and social services was done regarding the policies in respect to work-life balance in the respective industries. The researchers observed that while flexible work arrangements are clearly valued by public sector employees, the reviewed literature demonstrated how access and uptake of family-friendly policies were easily thwarted by demanding work environments, pressures and staff shortages. Further, there is evidence that flexible work practices within full-time hours (e.g. flexible start and finish times, time off during the work day to attend to family commitments) are also beneficial. The researcher concluded that for work-life policies to be truly effective they must be accepted and integrated into the mainstream for all workers – not simply as a special consideration for working mothers. Multifaceted policy approaches are needed that set the foundation for change. More inclusive employment regulation, better quality part-time work and a greater policy focus on men's uptake of flexible work are likely to alleviate some of the burdens and causes of work-life conflict across industries – alongside cultural shifts in workplace gender norms.

Siddiqui M.N. (2013), in his research paper “**Impact of Work Life conflict on Employee Performance**”, studied the work life conflict and its impact on employee performance and to determine what conflicts are being faced by the people living in Jeddah during their work life and what influence it has on their performance.. The technique used for data collection is structural interviews from the survey respondents residing and employed in Jeddah. The Research Methodology adopted to find the work life issues of the people of Jeddah and the effect on the employees working in different organizations at Jeddah. The qualitative method is used which consists of primary as well as secondary approach for gathering information and relevant data. Interview questionnaires were used in order to gather the primary data. The researcher formulated two Hypothesis Ho: Work-life conflicts have negative impact on employee performance and H1: Work-life conflict management have positive impact on employee performance. The sample was selected by respondent's personal individuality as age from (30-50), ability and education (degree level), work know-how and experience with

minimum 1 year and their performance and rewards appraisals in the organization with minimum 1 in quantity. The data was composed from the 10 respondents those are middle level employees from Jeddah- Saudi Arabia, those are Saudi's and non-Saudi's. The researcher concluded that there are four classifications of Work life conflicts (Ferris, 2009):

1. Role-overload: This type of conflict comes from work and individual own life, when the whole load of occasion and power connected with the performance to perform the roles easily.

2. Intervention of employment with relative's time: This form of intervention arises when employment load and responsibilities create more difficult to give time to family members.

3. Interference of family in work routines: This sort of role intervention arises when employment demands and family household tasks create hard to apply qualified everyday jobs (e.g. non-attendance due to sickness of a kid or other family member that affects the concentration of work).

4. Pressure on the caregiver: according to author (Wharton, Blair, 2006) this is explained in situation of "burdens" facing the everyday care-provider, and every day meetings to others.

The researcher recommended that to avoid conflicts and achieve success in the company must motivate them. All intelligent administrations should understand their employee's capabilities and they also know how to encourage them and how to resolve conflicts between them in Jeddah. These conflicts can be overcome by salaries ,good job environment and by security and performances.

Anita K. and Maheshwari U. (2014), in their paper "**Work Life Balance Among Women Bankers- A Conceptual, Theoretical And Literature Framework**" explained the meaning and underlying concept of worklife balance and the later looks at the various factors of the work life balance construct amongwomen employees and bankers. Work-life balance (WLB) is an important area of human resource managementwhich is receiving increasing attention from policy makers,organizations, management, employees and their representativesglobally. It is a factor which has the potential to affect importantworkplace issues such as employee turnover, stress, job satisfaction,and productivity. The pressures of the work or personal life can leadto stress.According to studies, it has been found that such situation affectsperson's health both physiologically and psychologically. Employeesare the pillars of the organization.

So organization should give its attention towards the welfare and needs of the women employees. So that women employees can be able to balance their dual role i.e., work as well as personal life. Therefore, it is important for employees to maintain a healthy balance between work and their private lives. Generally those employees who have better work-life balance contribute more towards the success of the organization. The organization can render better service to the customers by having productive and efficient employees.

Sharma L.N. (2014), in his paper, “**Emotional Intelligence as Correlate to Work Life Balance (A Case Study of Sidhi MP)**”, studied the role of emotional intelligence in fostering work life balance among the working and non working professionals Teacher, Business man, Scientist, Social worker and Politicians. The study comprised of 55 working professional of postgraduate colleges of Sidhi. The subjects belong to age group between 22 - 40 years. All most matured youth and having post graduation and above qualifications in IT, BIO- tech, Commerce, Management And social work etc. The Objectives were to find out emotional intelligence levels of teaching and non teaching employees of academic institutions, to find out the degree of work life balance of the subjects and to find out relationship between the Emotional Intelligence (EI) and work life balance (WLB) in academic institutions. The Research Methodology used for the area of study is Sidhi town and its surrounding area it includes leading academic institutions of Sidhi and a random survey was conducted for more than 60 respondents out of them 50 found to be included for study. The paper was based on primary data. In this study two tools were used to measure EI & work life balance. For measuring EI a prescribed tool was used having 15 multi option questions and for measuring WLB an expertly design tool with 20 questions was used. The multiple regression analysis was performed between EI and WLB resulted that the mean score of highly EI employees and successfully balanced employees is 104.38 and they are perfectly positively related having R value 0.767 where as those employees with medium EI and medium WLB having the mean score 78.44 and their R value is 0.623 the rest belong to category of average EI and WLB having 82.17 mean score R value is only 0.327 only. The researcher concluded that in global liberalized economic world EI appears as key factor for employee’s stability, talent retention and sustainable development. As it appears that the high

WLB is directly proportion to high emotional intelligence of employees. It means extremely high EI bearing employees are having fully WLB in their respective department and offices.

Hughes J. (2005), in his paper, “**Work-life balance as source of job dissatisfaction and withdrawal attitudes an exploratory study on the views of male workers**”, explored the views of male workers in a male dominated occupation on issues that pertain to work-life balance. The study was qualitative in nature. Semi-structured interviews were conducted with 20 bus drivers employed by a single company in order to identify their perceptions on the following: whether issues related to work-life balance were sources of concern and dissatisfaction; how concern over issues related to work-life balance was compared to other sources of concern and dissatisfaction; and whether issues related to work-life balance were linked with withdrawal attitudes and behaviours. The findings were that it emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work-life balance and withdrawal behaviours, including turnover and non-genuine sick absence. It proved that work-life imbalance seriously reduces the quality of life and compromises the job performance of bus drivers (and by extrapolation, of all employees who perform under similar work schedules). The results did provide strong evidence on the salience of the work-life imbalance theme among these workers.

Meenakshi A. and Bhuvaneshwari M. (2013), in their research paper, “**Work Organization and Work-Life Balance in the BPO Sector**”, contributed to existing literature on work-life balance in general and the Business Process Outsourcing (BPO) industry in India in particular. The paper contributed to literature in three ways. First, it took a critical look at the workplace setting and organization in BPOs. Second, the researchers examined the different benefits in BPO companies and if employees perceive them to foster work-life balance. Lastly, it discussed the recommendations from the BPO workers themselves in how to limit and alleviate the work-life disconnect and promote genuine work-life balance. The objectives of the study would answer the following: (1) What is the general work organization of BPOs?; (2) What are the available benefits and programs for the BPO employees?; (3) Do these existing benefits and programs promote work-life balance?; (4)

What is the BPO workers' perception of their work-life balance condition in their respective organizations?; and (5) What do BPO workers want to achieve in terms of work-life balance? The research was limited only to the sixty-three (63) survey respondents and three (3) key informants of the in-depth interview. The Results showed that most BPO companies employ high-caliber compensation and benefits packages for its workers and may be perceived as pioneer in work-life balance advocacy. Money-based strategies they offer surpassed those of other sectors as this comprised of meal and transportation allowances, performance incentives and bonuses, salary increase, overtime and night differential pays, and other bonuses.

Yadav R.K. and Dabhade N. (2014), in their research paper, "**Work Life Balance and Job Satisfaction among the Working Women of Banking and Education Sector – A Comparative Study**", conducted comparative study among the working women of some Govt. colleges and national institutes of Bhopal in education sector and nationalized banks, running their in Bhopal (M.P.) for banking sector. The objective of this research was to study the working environment and women's perception about the work life balance and job satisfaction, who are working in banking and education sector. Apart from it, another significant objective was to study effects of worklife balance on job satisfaction and initiatives taken by the organizations for effective work life balance and its relation with the job satisfaction. The Hypothesis were the working environment in Banking and Education sector is healthy; the working women in Banking and Education sector have positive perception about the worklife balance and job satisfaction; the initiative taken by the organizations have positive effect on working women in Banking and Education sector and the Work life balance has positive effect on job satisfaction among the working women in Banking and Education sector. The Sample Unit was taken of working women of some Govt. colleges and national institutes of Bhopal for education sector and for banking sector, nationalized banks running their branches in Bhopal (M.P.). The Sample Size included 150 women employees (75 women employees from each sector). The Standard Deviation and coefficient of variance was applied to check the authenticity of data given by the respondents of both the sectors. The findings suggested that Work Life Balance can be achieved by the factors responsible for job satisfaction such as: supportive colleagues, supportive working conditions, mentally challenging work, equitable rewards and employee oriented policies etc.

The researchers concluded that both the sector can help working women by implementing organizational strategies to control or reduce some of the major causes of stress. It could be said that with the change of satisfaction determinants, level of job satisfaction also varies. For the employers, Work-life balance and Job satisfaction of employees will be an important input in designing appropriate policies for employees to address work - life balance and job satisfaction issues. The researchers suggested that the employee feels that the work-loads are not equal between colleagues. So equal distribution of workloads should be done to improve the satisfaction of employee especially in the banking sector.

Kim H.K. (2014), in his research paper, “**Work-Life Balance and Employees’ Performance: The Mediating Role of Affective Commitment**”, investigated the effect of work-life balance on affective commitment and in-role performance and to explore the mediating role of affective commitment to link work-life balance and in-role performance in the Korean context. Four Hypothesis were formulated viz. *H1*: Work-life balance will positively impact employees’ in-role performance; *H2*: Work-life balance will positively impact employees’ affective commitment; *H3*: Affective commitment will positively impact employees’ in-role performance and *H4*: There is an indirect association between work-life balance and in-role performance. A total of 520 questionnaires were distributed to workers who work in one of the industrial complexes in Korea and 342 were returned (66% return rate). Among them, the questionnaires which contained missing data were deleted, resulting in a total of 293 responses to be used for empirical analyses. With regard to sample demographic distribution, 73% of respondents were male; 42% were 30-39 years old and 88% of the respondents worked in small-medium sized enterprises. First, to measure work-life balance, the short version of questionnaire (Checkscale7) developed and validated by Daniel and McCarragher (2000) was used. The short form contains seven items. Dex and Bond (2005) found that Checkscale7 is the proper scale to predict employees’ work-life balance scores regardless of their age, gender, work position, and work hours. Second, affective commitment was measured by six items modified from the original questionnaire originally developed by Allen and Meyer (1990). Finally, Williams and Anderson’s (1991) 7-item measure was used to assess in-role performance by having employees indicate their agreement on a 5-point scale. The study was carried out by using confirmatory factor analysis (CFA) using Lisrel 8.80 (Jöreskog and Sörbom, 2006) procedures to examine relationships between the hypothesized latent factors and indicators. Regarding Hypotheses 1 and 2, work-life

balance showed no statistically significant impact on in-role performance ($\beta = .07$, $t = .86$), but showed a statistically significant impact on employees' affective commitment ($\beta = .42$, $t = 4.58$). Regarding Hypothesis 3, employees' affective commitment was found to have a statistically significant impact on in-role performance ($\beta = .36$, $t = 4.72$). Finally, regarding Hypothesis 4, employees' affective commitment was found to be a statistically significant mediating construct to explain the relationship between work-life balance and in-role performance, based on the results of regression analyses. The results showed no direct effect of work-life balance on in-role performance. However, it was found that employees' experience of work-life balance increases affective commitment and that affective commitment has a positive influence on in-role performance.

Panisoara G., and Serban M. (2012), in their research paper, “**Marital Status and Work-Life Balance**”, examined whether marital status has an impact on work-life balance so that the organizations can conceive and implement proper motivational policies. The aim of the present study was to examine the impact of marital status on work-life balance. The Hypothesis formulated H1: Unmarried employees have a significantly higher level of work-life balance than married employees (without children, with children under 18, with children over 18); H2: Married employees without children have a significantly higher level of work-life balance than married employees with children over 18; H3: Married employees with children over 18 have a significantly higher level of work-life balance than married employees with children under 18. The level of work-life balance was measured with the Romanian version of Work Life Balance Scale reported by Jeremy Hayman (2005). Data indicated an invalidation of the research hypothesis ($p > 0.05$). It appears that the four categories of employees included in the study (unmarried, married without children, married with children under 18, married with children over 18) do not have a significantly different level of work-life balance. The findings showed that the four categories of employees included in the research (unmarried, married without children, married with children under 18, married with children over 18) do not have a significantly different level of work-life balance. These findings explained by the fact the state of being a married employee, the presence or the age of the children as part of the marital system do not represent strong enough aspects so as to determine significant differences between these four samples concerning the level of work-life balance.

Omar M.K. (2013), in his research paper, “**Non Standard Work Arrangements and Affective Commitment: the Mediating Role of Work-Life Balance**”, determined the relationship of non-standard work arrangements such as non-standard work status, schedule, shift and hours towards work-life balance and affective commitment of services employees in Malaysia. Its secondary aim was to contribute to the literature by determining the mediating role of work-life balance in the relationship between non-standard work arrangements and affective commitment using analysis of Structural Equation Modelling. The measure for work status congruence (Holtom 2002) was used. This 7-point scale was used to assess an employee’s congruent preferences for his/her work status, schedule, shift and hours. For Satisfaction with work–life balance (Valcour, 2007). This 7-point scale was used to assess an employee’s satisfaction with his/her work-life balance. For affective commitment was assessed with six-item measure developed by Meyer, Allen, and Smith (1993). The results suggested that the preferences for standard or non-standard work arrangements are the elements which affect the employees’ satisfaction with work-life balance and affective commitment. The hypothesised model indicated the best fit for the mediating role of satisfaction with work-life balance.

Balkan O. (2014), in his research paper, “**Work-Life Balance, Job Stress and Individual Performance: An Application**”, examined the effects of work-life balance on job stress and individual performance. The Hypothesis formulated H1: There is a relation between work-life balance and organizational stress; H2: There is a relation between work-life balance and low performance and H 3: There is a relation between work-life balance and intention to leave. Work-life conflict scale was taken from Carlson et. al. (2000) : The measure included 13 items, each item was answered via a five-point Likert scale ranging from “1=strongly disagree” to “5=strongly agree.” Job stress was measured by a scale taken from House and Rizzo (1972), the translation and adaptation of the scale to Turkish was made by Efeoğlu (2006). Performance scale was taken from questionnaire prepared by taking as example the questions used in the studies of Okutan and Tengilimoğlu (2002) and Ergun (2008). A survey was conducted on postgraduate and doctoral students at a University located Ankara, Turkey. The universe of this paper was 1000 postgraduate and doctoral students reached 300 of them and 232 of surveys were used for analyses. The factor analyses, correlation and regression analyses with SPSS 20.0 packaged program. The results indicated that there were strong relations between job stress performance and work-life balance factors.

Petare P. A. (2013), in his research paper, “**Study of work life balance of women working in teaching profession at Kolhapur**”, examined an in-depth look at work life balance considering in view of Balance in work and family life is an emerging challenge for both employees and employers. The researcher categorized selected variables as work and family related factors to study work life balance and analyzed the causes of work and life imbalance with respect to female teachers. The objectives of the study was to study seeks to find the perception of female faculty members working in teaching profession at Kolhapur with respect to work Life balance; to find out the causes of work life imbalance; to study the Inability to achieve work life balance and the frequency of stress experienced and to find out the ways to achieve work life balance. A total of 50 teacher’s responses from various colleges and institutes in Kolhapur are included in the study. Statistical analysis revealed that the main cause of imbalance of work life balance is Heavy work & extent working hours followed by Inabilities to priorities and manages time and Flexi - time, reduced working hours & other facilities at working place leads to achieve work life balance.

Saeed R., Lodhi R. N., Ahmed K., Afzal N., Mahmood Z. and Ahmed M.(2013), in their research paper, “**Work-Life Balance and Stress with the Turnover Rate of the Employees**”, studied to find out the relationship of the work-life balance and stress with the turnover rate of the employees and examine the type of relationship among them if exists. The research was conducted on themarketers of the Pakistan. The Hypothesis formulated H1: There was a correlation between turnover rate and work-life balance about the marketing firms in Pakistan and H2: There was correlation between stress and turnover rate of the marketers in Pakistan. The study collected the data by using the questionnaire technique and selected the sample size of 200 marketers of the Pakistan. The Worklifebalance and turnover rate was measured by the scale created by Pare, Tremblay and Lalonde 2001. Job stress was measured by the scale created by Sosik and Gadshalk (2000). Demographics questions were also asked like age, residence, education, experience and gender. The correlation and regression analyses were used to find the results and reliability test used to check the reliability of the collected data. The results of correlation showed that there

was a relationship of work-life balance and stress with the turnover rate of employee and regression analysis to find the nature of that relationship.

Findings:

The work life balance is a balance between personal and professional life of an employee which is needed to be managed by the organisation. If the employees are unable to satisfy both office and home life, it would lead to stress and further problems. To maintain the smooth working of an organisation, both the aspects of an employee should be taken into account. Flexible working hours, work from home, family excursions by the organisation etc can be some means to improve the relationships between family and organisations. Further research can be done to find out various factors affecting work life balance and its impacts on an employee. However, this paper is conceptual in nature which carries information regarding the various research by other researchers.

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