

**WORK LIFE HARMONY FOR WOMEN EMPLOYEES IN PUBLIC
ADMINISTRATION –A STUDY WITH SPECIAL REFERENCE TO STATE
GOVERNMENT OF TAMIL NADU**

Prof.Dr.M.B.Srinivasan

VMRF, HOD, SAS,AV Campus, Chennai, India

Dr.Hari Krishnan Andi

Director, Asia Metropolitan University, Malaysia

Qin Zhang

(MBA),University of the West of Scotland, UK.

Abstract

Work life harmony is a state of balancing the enthusiasm of both expert and individual life is identical. A sound way of life for women is one where they spread their essentialness and vitality between key locales of importance. The roles of the women in public administration cannot define as they see to the need of the general public. Therefore, the present study is aimed to identify the work life harmony factors which creates the impact on getting the satisfaction from the job of women working in the public administration sector. In this regard, a self- administered questionnaire was prepared and the sentenced with the help of subject experts. The data was collected using purposive sampling method and women officials in senior cadres across various departments were covered for the study. In this study, varies methodologies for factor analysis were used such as one-way ANOVA, correlation and regression analysis. It was found that women in public administration faced more professional challenges rather than personal challenges. Also they used social media as a medium to reduce their work stress. The study helped to understand that there was always personal/ family support to the women that helped them to balance between work and individual life. The study would enable the Public Sector Departments to set policies and standards so that they benefit the working women in that department to a larger extent which will increase the efficiency of public admiration of the state as a whole.

Keywords: *Business administration, women, work-life harmony, work life balance, job satisfaction, public administration, India.*

Introduction

Work life harmony is where the strains between the work life and individual life is limited by having an appropriate arrangement, framework, strong administration and arrangements at work put and a decent connection in close to home life (Chaitra et al. 2016). Work life parity of the employees helps in diminishing the feeling of anxiety at work and expands the activity fulfilment. Organizations have understood the significance of work life offset concerning the efficiency and the inventiveness of the representatives. Bosses offer an alternate program such as

adaptable working hours, shifts, group excursion, day care centres, and health services to the employees to work effectively.

With increasing industrialization, employment opportunities for women have likewise expanded. Because of the expanding economic conditions, it has turned into a need to have a typical life. In this fast phased commercial world, the companies need to provide avenues for every employee to management themselves with the work and their personal life, it is then the business has a positive work life harmony, which brings goodness and feeling of association among the workers in the firm. It is being considered as one of the most sorted out options for retaining the employees in the organization.

An effective work-life harmony helps in the achievement of individual objectives. Today, work is generally seen as a wellspring of individual fulfilment. A decent parity in work and life can play a phenomenal role in the achieving of personal and professional objectives. The goal is to highlight the dynamics in finding the differences and getting the benefit out of it. In the understanding of work-life 'imbalance' it has to be noted over some undefined time frame which pulled in concern in view of expanding issues identified with worker wellbeing, dullness at working environment, declining dimensions of profitability and effectiveness at the level of employee.

Women Work life harmony

In the present work scenario, ladies are constantly tested by the requests of all-day work and when the day is done at the workplace, they convey a greater amount of the duties and responsibilities to home. Women are developing progressively as they end up key players in the realm of work, adding to real organization victories. Dominant part of work lives of women are a juggling demonstration that incorporated various obligations at work, meeting schedules, and business tours, over dealing with the day by day duties of life at home. The present women have positively influenced in each field, whichever they are in corporate, literature or sports, women are prepared to take up difficulties.

Olden day's women workforce was limited to certain tasks which were restricted only to kitchen or to the maximum in the farming or in shop works. Very limited women had the privilege to go for higher studies but even they were limited with the frame of mind of their father or their spouse towards ladies and their allocated set of duties of work. With the dynamic development of learning economy with the advancement of education among women has given a breakthrough among women workforce to touch new heights in their professions, and to set equal par with men in the working space.

When the working women gets married, they will be entitled with homelier duties in the extension of their family, and to take care of the children which will be the lifelong duty. Employed mothers of today satisfy family duties and furthermore endeavour to remain completely engaged with professions adapting up to contending requests of their various jobs. The plight of the women in the world of working professionals need to cater on things like to coordinate, sort out and work for balancing the different issues and exercises in their distinctive jobs all the while puts them under enormous stress. In the end, it is all about the hierarchical partner which gives the possibility

of framing the pattern that denoted the start of the balancing act between the professional work and personal life balance towards hygienic changes. (Denise, 2007).

Research Gap

Public Administration is a huge department with a complex organizational structure. But people prefer to work in Public Administration because of their job security and other perks and benefit. There are numerous articles on work life harmony in general and women work life harmony pertaining to gender equality, cross- cultural review, implications, comparative analysis etc. Few studies were done on women work life harmony in the different sectors like Human Resources (HR), Information Technology (IT), Business Process Outsourcing (BPO), Medical, Banking, Teaching and Other Professionals. Studies were very scarce with respect to the public administration sector in India. Moreover, no study has been done on the measuring the effect of demographic variables in perceiving the work life harmony factors and job satisfaction of women in public administration sector. The present study was done to understand the impact of WLB factors on job satisfaction of women public administration employees. Hence the study may be first of its kind in understanding how WLB factors influences job satisfaction of women public administration employees. With the growing proportion of women in leadership across various domains, this study would enable the administrators to understand the WLB factors and its impact on job satisfaction of women administrations in public administration.

Materials and Methods

Literature review from the year 2001-2018 states. The research was cross sectional in nature (Nithya and Kiruthika 2018). It helped to measure the effect of work-life balance among the respondents. A questionnaire was framed to find out the effect of work-life balance of the respondents on the topic of working women life hygienic. It is to understand the statements that which to measure how their work life had an effect on the personal life. The survey was conducted through purposive sampling and multiple data collection method was used (direct personal interview, schedule sent through enumerators, mailed questionnaire method and email responses) to collect data.

The key respondents were middle and top level administrators in public administration of state government (Tamilnadu). This included women officials from various cadres like Civil service administrators (IAS/IPS), Executive Director, Assistant Director, Deputy Director, Education administrator, Administrative service Managers, Program director, Corporation manager, Mayor, Assistant General Manager and General Manager level with minimum five years of work experience in the public administration of Tamilnadu state government. 227 samples were collected out of 400 questionnaires given for data collection which constituted 68 percent of responses received.

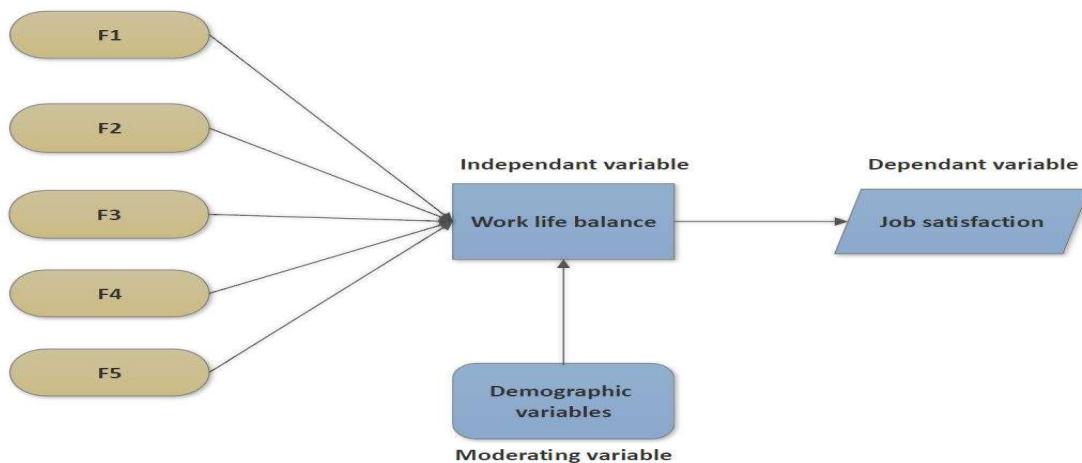


Figure 1 Research Model

Research Instrument

This research instrument used the questionnaire to collect the primary data, which is categorized into three categories, one being the respondents' demographic profile, two being the statements on work-life balance of the respondents and the third one being elements of job satisfaction. The respondents were asked to rate the statements from "strongly agree" to "strongly disagree" with respect to the significance of the statements regarding their effect of work-life balance.

Research Objectives:

1. To identify the factors responsible for studying the work-life balance of women administrators.
2. To find the association between the respondents' profile and factors influencing work life harmony factors and job satisfaction.
3. To find the degree of relationship between the WLB factors identified.
4. To find the most influencing factor of WLB on job satisfaction.

Framework of Analysis

In order to attain the research objectives, various tools of analysis were used for the study; Reliability Analysis (Cronbach alpha), Factor Analysis, Descriptive Statistics, One-way Analysis of Variance, Correlation Analysis and Regression Analysis.

Reliability: The statements that were taken to reliability test and some of the items were deleted because of the low values.

To measure work life harmony 48 statements were taken for pilot study and the reliability was found to be 0.793. After discussion with experts and literature, the items that had lower reliability were deleted. The final numbers of items were 41 and the reliability was 0.856. Similarly, for job satisfaction 2 items were deleted and the final reliability was found to be 0.879.

Table-1-Internal consistency (scale reliability for independent and dependent variables

Measure	Number of items before pilot study	Reliability coefficient before pilot study	Items deleted	Final number of items	Final reliability
Work life harmony	48	0.793	7	41	0.856
Job Satisfaction	9	0.812	2	7	0.879
n=1012					

Bartlett's test of sphericity & Kaiser-Meyer-Olkin Test

Bartlett's test of sphericity and the Kaiser-Meyer-Olkin measure of sampling adequacy are both tests that can be used to determine the factorability of the matrix as a whole. The results value of Bartlett's test of sphericity is significant ($p<0.001$, $p=0.000$). In addition, the Kaiser-Meyer Olkin measure is 0.646 which is greater than 0.5. It is suggested that if the Bartlett's test of sphericity is significant, and if the Kaiser-Meyer-Olkin measure is greater than 0.5 is given in Table-2, then factorability is assumed (Altman et al., 2006).

Table-2 Barlett test of sphericity& Kaiser-Meyer-Olkin Test

Kaiser-Meyer-Olkin (KMO) measure for sampling adequacy	0.646
Bartlett test of Sphericity	Approximate Chisquare
	Sig. value

*significant at zero level of significance

Factor Analysis

With reference to the above mentioned Table-2 of factor Analysis. The statement that have been used is to check on the effects of the balancing of work life among the respondents. The points mentioned in the table gives the value to the statements which have been considered for the factor analysis to explain the factors impacting the respondents work life harmony (Nithya, 2013 & Nithya, 2018). The factor analysis resulted in five factors with respect to respondent's perception. The factor loading of the statements in the respective factor, Eigen value, percent of variance, cumulative percent of variance and the communality values of the variables are given in Table-3.

The Eigen value was found to be higher in case of the factor professional challenge and personal challenge since its factor loading are 0.876 and 0.813. The higher communality was identified in case of Involvement in Social Media, Personal Challenge and Professional Challenge since its communality values are 0.967, 0.945 and 0.938 respectively. The communality value indicates that how far the variable explains the factor together. Furthermore, Professional Challenge explains 32 percent of the variance studied in the research. This implies that the factors Professional Challenge plays the foremost important role in measuring the effect of work life

harmony of the respondents followed by Personal Challenge and Involvement in Social Media. Thus, these factors majorly impact the work life harmony of the respondents.

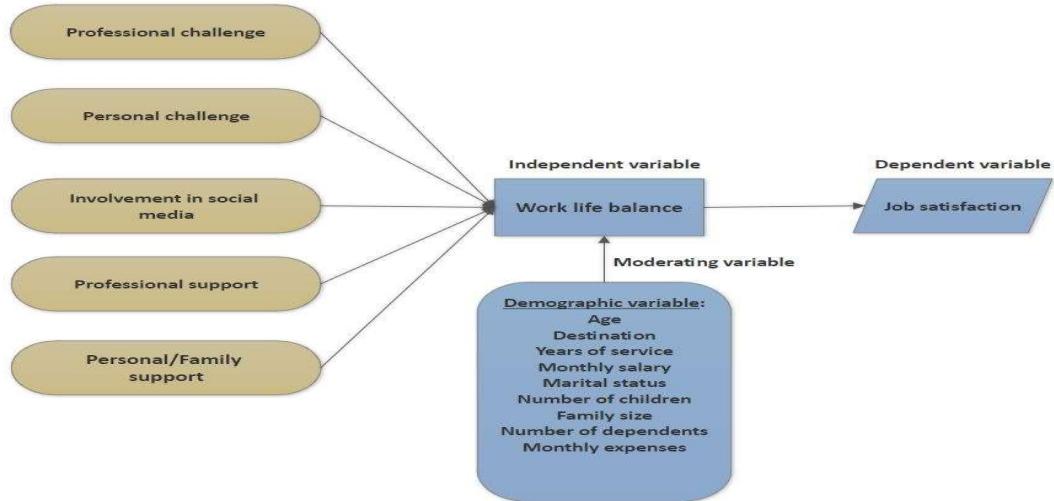


Figure 2: Research Model with WLB Factors

Table-3 Communality and Factor Loading

Factor	Statement	Factor Loading	Communality	Eigen Values	Reliability	% of variance	Cumulative % of variance
Professional Challenge	Unexpected extension of working time	0.854	0.729	6.475	0.876	32.377	32.77
	Frequently connecting to office works (offline)	0.781	0.764				
	Official assignment within short notice	0.741	0.875				
	Official travel for longer duration	0.737	0.938				
	Staying connected to official work even on vacation	0.725	0.855				

Organizational challenge	Additional assignments	0.712	0.818				
	Unsupportive supervisors/supervisors	0.677	0.918				
	Poor coordination among colleagues	0.670	0.832				
	Long travel time between workplace and home	0.641	0.862				
	Pursuing career development activities	0.638	0.895				
Personal challenge	Support from family members	0.812	0.820				
	Time spent with kids	0.749	0.878				
	Time to take care of elderly members of family	0.676	0.865				
	Support and understanding from friends and relatives	0.629	0.870				
	Husband working out of city /Husband frequently travelling for official work	0.614	0.869				
	State of depression or hyper tension	0.597	0.846				
	Ability to look to own need and interest	0.574	0.945				

Involvement in Social Media	Time on Social media does not affect my work life harmony	0.713	0.967	1.768	0.793	8.841	55.268
	Being on Social media is a channel to release my stress	0.685	0.789				
	Social media enhances the interpersonal communication	0.643	0.846				
	Social media keeps me connected with my dear ones	0.576	0.821				
	Social media does not eat my time both personally and officially	0.542	0.862				
Professional Support	Option to work from home	0.755	0.818	1.520	0.814	7.601	62.869
	Conducive working environment	0.713	0.880				
	Flexible working hours	0.708	0.825				
	Option for sabbaticals/career breaks	0.624	0.923				
	Support for Medical health check-up and counselling	0.614	0.813				
	Family support programmes	0.600	0.833				
	Timely transport facilities from and to office	0.532	0.891				

Personal/ Family Support	Outbound or self-development programs	0.521	0.782	1.026	0.795	5.462	68.331
	Insurance for employee and their family members	0.514	0.798				
	Supportive family and friends	0.746	0.841				
	Supportive and caring husband	0.715	0.893				
	Active involvement in hobbies	0.712	0.891				
	Balanced diet & sleep	0.671	0.841				
	Yoga & Meditation	0.643	0.891				
	Regular fitness schedule	0.587	0.782				
	Support from reliable maid	0.577	0.798				
	External support like crèche, day care etc.,	0.565	0.786				
	Involvement in spiritual activities	0.535	0.731				
	Involvement in social work	0.522	0.626				

Source: Primary Data

Descriptive Statistics

Descriptive statistics (Faisal et al., 2011) were mainly used to explore the data collected through survey questionnaires and to summarize and describe those data. In this case the various mean scores, SD, skewness and kurtosis of all the statements related to measuring the effect of work life harmony were computed and analyzed for estimating the level of impact of the factors on work life harmony. Involvement in social media had the highest mean of 4.17. This indicated that all the respondents used social media as a tool to escape from their work pressure because it

is at a stone's throw from them rather than indulge in some other activity that requires times and attention. Personal Challenge had the score 4.05 and Personal/Family support had the score 3.79. This implies that the respondents faced more of personal challenge as they had to constantly juggle between their work and family life. And the family members were more supportive and extended a helping hand.

Table-7 Descriptive Statistics for quality awareness

S. No	Constructs	Mean	SD	Skewness	Kurtosis
1	Professional Challenge	3.17	0.83	0.06	-0.84
2	Personal Challenge	4.05	0.90	-0.35	-0.60
3	Involvement in Social Media	4.17	0.97	-0.19	-0.87
4	Professional support	3.81	1.02	0.19	-0.57
5	Personal /Family support	3.79	0.95	-0.02	-0.19
6	Job Satisfaction	3.17	0.83	0.06	-0.84

One-Way Anova: The five factors measuring the effect of work life harmony of the respondents are tested to find out on the influential factors on the demographic profile of the respondents in affecting the work life harmony. In view of this, the data that were collected and worked out for the testing of following hypothesis at 5% level of significance

Proposed Hypothesis:

H₁: There is association between the designation of the respondent and their perception on professional challenge.

H₂: There is association between the years of service of the respondent and their perception on professional challenge.

H₃: There is association between the monthly salary of the respondent and their perception on professional challenge.

H₄: There is association between the years of service of the respondent and their perception on personal challenge.

H₅: There is association between the monthly salary of the respondent and their perception on personal challenge.

H₆: There is association between the marital status of the respondent and their perception on personal challenge.

H₇: There is association between the no. of children of the respondent and their perception on personal challenge.

H₈: There is association between the family size of the respondent and their perception on personal challenge.

H₉: There is association between the no. of dependents of the respondent and their perception on personal challenge.

H₁₀: There is association between the monthly expenses of the respondent and their perception on personal challenge.

H₁₁: There is association between the age of the respondent and their perception on involvement in social media.

H₁₂: There is association between the marital age of the respondent and their perception on involvement in social media.

H₁₃: There is association between the years of service of the respondent and their perception on professional support.

H₁₄: There is association between the no. of children of the respondent and their perception on personal/family support.

H₁₅: There is association between the family size of the respondent and their perception on personal/family support.

H₁₆: There is association between the no. of dependents of the respondent and their perception on personal/family support.

H₁₇: There is association between the designation of the respondent and their perception on job satisfaction.

H₁₈: There is association between the year of service of the respondent and their perception on job satisfaction.

H₁₉: There is association between the monthly salary of the respondent and their perception on job satisfaction.

H₂₀: There is association between the marital status of the respondent and their perception on job satisfaction.

H₂₁: There is association between the no. of dependents of the respondent and their perception on job satisfaction.

H₂₂: There is association between the monthly expenses of the respondent and their perception on job satisfaction.

Using the Analysis of Variance with the following hypothesis was tested and the result obtained was given in the Table-4.

It was inferred that years of service of the respondent had a significant impact on Professional challenges. Age and marital status were a critical criterion for involvement in social media. Designation, years of service and monthly salary had a significant impact on the professional challenge because the people who are more experienced tend to face less of uncertainty compared to the new recruits. The critical criterion for personal/family support was no. of children, family size and number of dependents. Designation, years of service, monthly salary, marital status, number of dependents and monthly expenses had an impact on job satisfaction at 5% level of significance. This shows that only when a respondents' have a certain year of experience and a decent salary are satisfied with their jobs. In general, among the WLB factors, Personal challenge is highly moderated by the demographic profile of the women administrators. With respect to job satisfaction, the personal and professional moderates are in equal proportion.

Table-4 One Way Anova

S. No	Profile Variables	F Statistics					
		Professio nal Challenge	Personal Challeng e	Involvement in Social Media	Professio nal support	Personal /Family support	Job Satisfacti on
1	Age	1.934	1.745	3.427*	1.609	1.392	1.267
2	Designation	4.159*	1.781	1.833	1.439	1.775	4.469*
3	Years of service	3.985*	4.437*	2.891	4.403*	0.647	3.891*
4	Monthly Salary	4.447*	5.297*	0.778	2.367	1.288	3.766*
5	Marital Status	3.545	3.327*	2.703*	1.230	3.083	4.849*
6	No. of Children	1.456	10.663*	1.166	0.513	6.146*	1.373
7	Family size	2.192	5.787*	1.239	0.291	4.158*	1.513
8	Number of dependents	0.375	4.159*	1.330	0.938	3.327*	6.597*
9	Monthly expenses	2.117	4.845*	0.299	1.167	2.628	3.889*

*Significant at 0.05 level Source: Primary Data

Table-5 Hypothesis Results

S. N o	Profile Variables	F Statistics					
		Professional Challenge	Personal Challenge	Involvement in Social Media	Profession al support	Personal /Family support	Job Satisfacti on
1	Age	Rejected	Rejected	Accepted	Rejected	Rejected	Rejected
2	Designation	Accepted	Rejected	Rejected	Rejected	Rejected	Accepted
3	Years of service	Accepted	Accepted	Rejected	Accepted	Rejected	Accepted
4	Monthly Salary	Accepted	Accepted	Rejected	Rejected	Rejected	Accepted
5	Marital Status	Rejected	Accepted	Accepted	Rejected	Rejected	Accepted
6	No. of Children	Rejected	Accepted	Rejected	Rejected	Accepted	Rejected
7	Family size	Rejected	Accepted	Rejected	Rejected	Accepted	Rejected
8	Number of dependents	Rejected	Accepted	Rejected	Rejected	Accepted	Accepted
9	Monthly expenses	Rejected	Accepted	Rejected	Rejected	Rejected	Accepted

Correlation Analysis

The five factors measuring the effect of work life harmony were used for finding the level of degree on their relationship among them, that which to find out whether the fluctuations are one fact which affects the other. In order to find this, the factors were measured for Pearson correlation with respect to each other. From the coefficients given in the above table, it was clear that professional challenge did not have an impact on personal challenge. Personal/Family support is significantly correlated with all other factors of WLB. It is also inferred that Job satisfaction is positively related to all the WLB factors in perspective of women administrators.

Table-6 Correlation Analysis

	Professional Challenge	Personal Challenge	Involvement in Social Media	Professional support	Personal /Family support	Job Satisfaction
Professional Challenge	1	0.265	0.551*	0.264	0.652*	0.667*
Personal Challenge		1	0.526*	0.698**	0.654*	0.541*
Involvement in Social Media			1	0.411*	0.641*	0.121
Professional support				1	0.654*	0.651*
Personal /Family support					1	0.613*
Job Satisfaction						1

*Correlation is Significant at 0.05 levels ** correlation is significant at 0.01 levels

Regression Analysis

Multiple regression analysis is used to examine the relationship between single dependant variable and several independent variables at a time. Here in our study, the job satisfaction of the respondents was dependent variable and the professional challenge, personal challenge, involvement in social media, professional support and personal/family support were independent variables. The Multiple Regression Analysis has been administrated for this purpose. The Fitted Regression Model is:

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + b_5 x_5 + b_6 x_6 + b_7 x_7 + e, \quad \text{Where,}$$

Y - Level of job satisfaction among the Respondents

X1 - Level of factor 'Professional Challenges' of WLB

X2 - Level of factor 'Personal Challenges' of WLB

X3 - Level of factor 'Involvement in Social Media' of WLB

X4 - Level of factor 'Professional support' of WLB

X5 - Level of factor 'Personal /Family support' of WLB

b1, b2, b3, b4 & b5 - Regression coefficient of independent variables

a - intersect and e - Error term

Table-8 Regression Analysis

S.No •	Factors of Org. Climate	Regression Coefficient
		WLB Factors
1.	Professional Challenge	0.1867*
2.	Personal Challenges	0.1391*
3.	Involvement in Social Media	0.0473
4.	Professional support	0.1338*
5.	Personal /Family support	0.1504*
6	R ²	0.7832
7	F Statistics	7.4508*

*** Significant at 0.05 level**

It is found that the R²> 0.5 and it implies that there is an impact of WLB factors on the job satisfaction of respondents. The factor such Professional Challenge (0.1867) had a greater impact on job satisfaction this was because their jobs were demanding as they had to serve the general public and see to that their needs were fulfilled. Personal Challenge (0.1391), Professional Support (0.1338), Personal/Family Support (0.1504) factors were also found to have a significant impact on the job satisfaction.

Findings

The present study identified five factors to measure the WLB of women administrators in public administration of state government. It's surprising to understand that in addition to personal and professional variables, involvement in social media has evolved to be an important factor to measure the work life harmony. This shows that the recent dependency of people irrespective of their profile in social media. Among the factors, professional challenge plays a vital role in measuring the WLB followed by personal challenge and involvement in social media.

Conclusion

In this findings of the analysis of women work life harmony illustrated in this research, it is an attempt to understand the work life harmony factors that has an impact on job satisfaction. This study has uncovered that professional challenge and personal challenge are the prime components influencing work life harmony of working women. As an outcome, it is found out that the women experience the worst effects of occupation burn out, experience large amounts of pressure and anxiety, and are unable to realize their maximum capacity and furthermore do not enjoy an amicable family life. Casual discourses with working women revealed that the individuals who had family support and adaptable work routine delighted in better work life harmony. It is

evident that happy family would produce happy women administrators which in turn would enhance the productivity of both professionals and the associated entities.

Reference

1. Abha, B. and Lakhwinder, S.K., 'The Role of Personality in Influencing Work-Family Balance Experience: A study of Indian Journalists', 2018, Global Business Review, 21, 3, p.1-14.
2. Abigail, G. and Susan, M., 'Editorial: Work-life Balance: A Matter of Choice?', 2009, Gender, Work and Organization., 16, 1, p.1-13.
3. Alexandra, T.B and Lesley C.H., 'Making the link between work-life balance practices and organizational performance', 2009, Work-Life Practices and Organizational Performance, 19, p.9-22.
4. Alison A.R. and Rosalie J.H., 'Work-Life Balance, Society for Industrial and Organizational Psychology', 2015, p.1-10.
5. Anju, S., 'Impact of work life harmony on working women: a comparative analysis', 2014, The Business & Management Review, 5, 3, 22-30.
6. Altman, D., Burton, N., Cuthill, I., Festing, M., Hutton, J. and Playle, L., 'Why do a pilot study? National Centre for Replacement, Refinement and Reduction of Animal in Research', 2006.
7. Arzu T.K. and Orkide B., 'The mediating effect of work-life balance on the relationship between work-family conflict and life satisfaction', 2017, Australian Journal of Career Development, 26, 11, p.3-13.
8. Belayeth Hussain, A.H.M. and Noraida, E., 'Do decent working conditions contribute to work-life balance: A study of small enterprises in Bangladesh', 2018, Asia Pacific Journal of Innovation and Entrepreneurship, 12, 1, p.90-104.
9. Chaitra, R., Renuka Murthy, T.P. and Ashok Kumar, S., 'A Study on Work life harmony of The Employees at Bosch Ltd, Bangalore', 2016, BIMS International Journal of Social Science Research, p.61-68.
10. Clare, L., 'Part-time work, work-life balance and gender equality', 2015, Journal of Social Welfare and Family Law, 37,3, p.321-333.
11. David, E.G., 'Perspectives on the Study of Work-Life Balance', 2002, Social Sciences Information, 41, 2, p.255-279.
12. Delecta, P., 'Review Article Work life harmony', 2011, International Journal of Current Research, 33, 4, p.186-189.
13. Delina, G. and Prabhakara Raya, R., 'A study on work life harmony in working women' 2013, International Journal of Commerce, Business and Management, 2, 5, p.2319-2828.
14. Faisal, T., Zillur, R. and Qureshi, M.N., 'Assessing the awareness of total quality management in Indian service industries- An empirical investigation', 2011, Asian Journal on Quality, 12, 3, p.228-243.
15. Gayathri, P., 'Work life harmony among women – A cross culture review', The Institute of Social and Economic Change, Bangalore, India, 2016.

16. Helen D.C., Barbara, H., Jacqui, A. and Trisha, P., 'Achievements and Challenges for work/life balance strategies in Australian Organizations', 2005, *The International Journal of Human Resource Management*, 16, 1, p.90-103.
17. Hussein, I.S.A., Iliyasu, S.N., Bello, T.A. and Roshidah, B.A., 'The Relationship between, Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance', 2018, *Academic Journal of Economic Studies*, 4, 3, p.12-17.
18. Ioan, L.P. and Patricia, R., 'The Role of Work-Life Balance Practices in Order to Improve Organizational Performance', 2010, *European Research Studies*, 33,1, p.201-214.
19. Janet, S. and Elizabeth, H.S., 'Discourses of Work–Life Balance: Negotiating ‘Genderblind’ Terms in Organizations', 2005, *Gender, Work and Organization*, 12, 2, p.147-168.
20. Jeffrey, E.H., Alan, J.H., Maria, F. and Michelle, W., 'Finding an Extra Day a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance', 2001, *Family Relations*, 50, 1, p.49-58.
21. Jos, C.N. and Kwang-Hoon, L., 'Trends in the study of Public Administration: Empirical and Qualitative observation from Public Administration Review, 2000-2009'. 2011, *Public Administration Review*, 71, 1, p.19-33.
22. Jos, C.N., 'The future of the study of Public Administration: Embedding research objective and methodology in Epistemology and Ontology', 2011, *Public Administration Review*, 71, 6, p.916-924.
23. Joseph, G.G. and Dawn, S.C., 'Conceptualizing Work-Family Balance Implications for Practice and Research', 2007, *Advances in Developing Human Resources*, 9,4, p.455-471.
24. Katherine, T.S., 'Work-Life Balance Perspectives of Marketing Professionals in Generation Y', 2010, *Services Marketing*, 31,4.
25. Kenneth, J.M. and Alisa, H., 'Employee turnover and Organizational performance: testing a hypothesis from classical Public Administration', 2007, *Journal of Public Administration Research*, 18, p.573-590.
26. Krishna Reddy, N., Vranda, M.N., Atiq, A., Nirmala, B.P. and Siddaramu, B., 'Work-Life Balance among Married Women Employees', 2010, *Indian Journal of Psychological Medicine*, 32,2, 112-118.
27. Kristie, K., Dee, E.F., Timothy, R.B.J. and Rodney, A.H., 'Predictors of Physician Career Satisfaction, Work-Life Balance and Burnout', 2007, *Obstetrics & Gynaecology*, 109, 4, p.949-955.
28. Lopamudra, 'Employees' Perception of Work life harmony Practices: A Study in an IT Company, Bhubaneswar', 2016, Vilakshan, XIMB Journal of Management, 14,1, p.101-109.
29. Malgorzata, K., 'The Impact of Work-Life Balance on the Wellbeing of Employees in the Private Sector in Ireland', National College of Ireland, Ireland, 2013.
30. Matheswaran VP and Hemalatha V, 2015, A Study on Work life harmony for Women Employees in Public and Private Sector Schools in Tiruvallur District, *International Journal of Research in Management & Technology*, 5, 1, 196-206.

31. Margaret, D., ‘Talent management, Work-life balance and Retention Strategies’, 2008, International Journal of Contemporary Hospitality Management, 20,7, p.792-806.
32. Nidhi, B. and Upasna, A.A., ‘Exploring Work-Life Balance among Indian Dual Working Parents’, 2017, Journal of Management Research, 17, 2, p.99–111.
33. Nithya, N. and Kiruthika, R., ‘Predictors to Measure the Effectiveness of Humorous Advertisement- Viewers perceptual study in Indian context’, 2018, Transylvanian Review, 26, 32, p.8309- 8318.
34. Nithya, N., ‘Factors Influencing TQM Practices in Indian Hospital Industry- An Empirical Study through Principal Component Analysis’, 2018, International Journal of Applied Engineering Research, 13, 17, p.13085-13092.
35. Nithya, N., ‘Employee Perception about Buyer Supplier Relationship in Automobile Industry’ 2013, Abhigyan – Management Journal from Fore, 30, 4, p.56-65.
36. PattuMeenakshi, S., Venkata Subrahmanyam, C.V. and Ravichandran, K., ‘The Importance of Work-Life Balance’, 2013, IOSR Journal of Business and Management, 14, 3, p.31-35
37. Paul, L.L. and Latreille, J.A., ‘The Third Work-Life Balance Employee Survey: Technical Report, Department for Business Enterprise & Regulatory Reform’, UK, 2011.
38. Paula, B., Michael, O.D., Carolyn, T. and Oi, L.S., ‘Work-life balance: A longitudinal evaluation of a new measure across Australia and New Zealand workers’, 2014, The International Journal of Human Resource Management, 25, 19, p.2724–2744.
39. Rajni, G., ‘A Qualitative Study on Work-Life Balance of Software Professionals’, 2017, The IUP Journal of Organizational Behaviour, 36, 4, p.53-67.
40. Roberta, G., ‘Socio-economic challenges to work-life balance at times of crisis’, 2015, Journal of Social Welfare and Family Law, 37, 3, p.368-377.
41. Romyna, A.R., ‘Work-Life Balance Among Working Married Women: What Social Workers Need to Know’, California State University, San Bernardino, California, 2016.
42. Sagar, S.D., ‘Work life harmony of Women in India’, 2013, International Journal of Research in Management Sciences, 1, 1, p.83- 92.
43. Sarah, H. and Alwine, M., ‘Impact of working hours on work-life balance’, SOEP papers on Multidisciplinary Panel Data Research, Berlin, Germany, 2012.
44. Sathya Dev, S. and John M.R.S., ‘Work life harmony of Employees and its Effect on Work Related Factors in Nationalized Banks’, 2017, Shanlax International Journal of Management, 4, 4, p.29-35.
45. Shobha, S., ‘Work-Life Balance – Implications for Working Women’, 2014, OIDA International Journal of Sustainable Development, 7, 7, p.93-102.
46. Shobitha, P. and Sudarsan, N., ‘Work life harmony: A Conceptual Review’, 2014, International Journal of Advances in Management and Economics, 3,2, p.1-17.
47. Sonia, M.O., ‘Collective Leadership and Context in Public Administration: Bridging Public Leadership Research and Leadership Studies’, 2016, Public Administration Review, 77, 2, p.275-287.

48. Suganya, V. and Sasirekha, V., ‘A Study on Work life harmony of Women Employees with Reference to BPO Sectors in Chennai’, 2014, [International Journal of Applied Engineering Research](#), 9, 17.
49. Susan, S., ‘Striving for Work life harmony, Lippincott’s Nursing Career Directory’, 2012.
50. Susi, S. and Jawaharrani, K., ‘Work-Life Balance: The key driver of employee engagement’, 2011, Asian Journal of Management Research, 2, 1, p.474- 483.
51. Tait, D.S., Sonja, B., Litjen, T., Lotte, N.D., Wayne, S., Daniel, S., Colin, P.W., Jeff, S., Michael, R.O., ‘Burnout and Satisfaction with Work-Life Balance Among US Physicians Relative to the General US Population’, 2012, Arch Intern Med, 172, 18, p.1377-1385.
52. Thomas, K. and Paula, B., ‘Work–life balance: A review of the meaning of the balance construct’, 2008, Journal of Management & Organization, 14, p.323–327
53. Tapasya, J. and Urvika, M., ‘A Conceptual Study of Work- Life Balance among Women Employees’, 2017, International Journal of Emerging Research in Management & Technology, 6, 2, p.74-78.
54. Vijayakumar Bharathi, S., Padma Mala, E. and Sonali, B., ‘Work life harmony of women employees in the information technology industry’, 2015, Asian Journal of Management Research, 5, 3, p.323-343.
55. Vineetha, P., ‘Work-life Balance: Perceptions of the Non-work Domain’, 2018, IIM Kozhikode Society & Management Review, 7, 2, p.97-108.