

# ASSOCIATION BETWEEN THE DEMOGRAPHIC AND ORGANIZATIONAL FACTORS INDUCING PROFESSIONAL AND NON-PROFESSIONAL LIFE MANAGEMENT

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**Abstract:** *Main objective of this study is to identify the relationship among the demographic factors and the major factors inducing the work life balance. Data for the study has been gathered from 220 respondents which includes 69 IT employees, 104 school teachers and 47 self-employed married women employees. Collected data are subjected to descriptive statistics like mean and standard deviation, ANOVA and Pearson Correlation. Age, weekly working hours, years of experience, monthly income, family monthly income are the personal factors and work load and responsibilities (WLR), Work Environment (WE), Feelings about Work (FAW), Family Dependents (FD) and Absence from Work (AFW) are the organizational factors considered for the study. The study found that the FD is significantly associated with the age group at 1% level of significance. WE and FD are significantly affiliated with the years of experience at 5% significance level. WLR and WE possesses significant rapport with the weekly working hours at 1% level. WLR, WE, FAW and FD are strongly associated with the monthly income at 1% significant level. WLR, WE and FAW has a significant bond with the monthly family income of the respondents at 1% level of significance. Recommendations such as rise in salary, job sharing and sharing of commitments at non-work domains namely family are provided.*

**Keywords:** Demographic Factors, Work Life Balance, Work Load and Responsibilities, Work Environment, Feelings About Work, Family Dependents, Absence from Work

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## INTRODUCTION

Work life balance (WLB) is considered as the most crucial concept for research investigation. WLB is the maintenance of the steadiness amongst the work and the life. Such WLB level changes and varies from individual to individual based upon certain different factors. WLB is influenced by many personal and the organizational factors such as age, gender (Janeen Baxter, 2002; Catherine Hakim, 2006; Campbell et al., 1994; Niharikha Doble et al., 2010), working hours, nature of the profession (Irene et al., 2003; Sangamitra Buddhapriya, 2009) experience, marital- status (Panisoara et al., 2013;), job description and other non-personal factors such as multiple roles, dependents care, health of the workers and the employees, occupational load of the workers, occupational atmosphere and many more. Since, there are many studies conducted with regard to the influencers and the predictors of the work life balance, they

all focused on the non-personal factors (Oludayo OA et al., 2018; Greenhaus et al., 1997; T. Alexandra Beauregard & Lesley C. Henry, 2009). While, the studies which focuses on the association with the non-personal factors with that of the personal factors in determining the WLB. Henceforth, this study has been undertaken with regard to identifying the level of WLB through implementing the personal and non-personal factors of the study.

## ASSOCIATION BETWEEN THE DEMOGRAPHIC PROFILE AND THE WORK LIFE BALANCE: A REVIEW

Work life balance term has been studied by many authors. But only a few laid emphasis on the personal profile of the interviewees with that of the work life balance. Karishma Bhandari and Harvinder Soni (2015) studied about the

effect of the personal factors on WLB. For this purpose, the data has been collected from 70 employees of Bank of Baroda in Udaipur. Descriptive statistics namely mean and standard deviation and chi-square test are the statistical tools used for the purpose of analysis. The study identified that gender has a significant difference towards the WLB, whereas the age and work experience of the respondents has no such difference with that of the WLB. Authors like Jailaxmi and Aditya Gautam (2017) explored about the association between the work life balance and with that of the Age, gender and marital status. Data for the study has been gathered from over 150 employees working in various public sector banks at Dehradun, Uttarkhand. Collected data were subjected to chi-square test. The study identified that there is no significant relationship between the work life balance and gender, whereas there is a significant relationship amid the age and marital status. Lavanya L and N. Thangavel (2014) has conducted a research investigation to identify the relationship between the work life balance and the demographic constructs among 273 women IT employees working in Chennai. Constructs such as level of management, age, experience, type of family, dependents, annual income and marital statuses are considered for the study. Collected data were subjected to factor analysis and regression. Study found that the constructs such as level of management, age and dependents influences the WLB programmes of the respondents.

M. K. D. Padmasiri and W. G. S. Mahalekange (2016) conducted a research investigation for identifying the effect of demographic constructs on the work life balance among 150 lecturers in University of Kelaniya, Sri Lanka. Work life balance, gender, marital status and age are the factors considered for the study through the simple random sampling method. The study found that there is a significant difference among the WLB with that of the gender and marital status. The study also discovered, no significant difference between the WLB and the age of the respondents. Uma Warriar (2013) also done an investigation for assessing the effect of the demographic variables on the work life balance among 144 IT employees working in Bangalore. Gender, marital status, age, position of the employment, salary and work life balance are the factors considered for the study. Collected data has been analyzed using t-test and ANOVA. Study found that the factors such as age and managerial levels are having a stronger impact on the WLB of the workers. P. Murali Ramamurthy et al. (2017) interrogated about the relationship between the WLB and the demographic profile of 120 women IT professionals. Collected data are subjected to descriptive statistics and regression analysis. The study found that support from the family, child care, personal life anticipation and contentment are significantly associated with the work life balance of the workers. Puja

Roshani and Chaya Bagrecha (2017) identified the effect of demographic constructs on the work life balance among 400 nurses working in various government and private hospitals in Bangalore. Age, marital status, education, experience, family members, dependents, earning members, income, distance to workplace, travel time, transport, travel expenditure and shift are the factors considered for research. Collected data were subjected to data analysis. It is revealed, that a significant difference between the WLB and the demographic profile of the public and private sector employees. Subramaniam Vijaykiruthika (2016) studied about the consequence of the demographic factors on the contentment over the WLB of 150 women employees of a private bank in Batticaloa district, Sri Lanka. Age, education, marital status, professional experience and income are the factors considered for the study. Descriptive statistics and correlations are the tests for analysis. The findings showed that a significant correlation among age, education, marital status, work experience and income towards the satisfaction of work life balance of the respondents.

Kumari K. Thriveni and Devi V Rama (2012) studied about the consequence of personal constructs on WLB among 340 women employees in Bangalore. Such samples were collected from the workers in various professions. Age, marital status, experience, family dependents, income and family type are the personal factors taken for the study. Collected data are subjected to chi-square test. Results confirmed that there is a significant relationship amid demographic factors and the work life balance. Karunakaran Anandan and R. Karthikeyan (2016) also studied about the impact of demographic variables on the work life balance among the nursing professionals. Data are collected from over 452 nurses from Chennai. Collected data has been subjected to F test and t test. The study found that there is a significant impact of the demographic features on the work life balance. Vivek Vikas Yawalkar and Madhulika Sonawane (2017) conducted a research investigation for assessing the connection amid the demographic influences and the WLB among 500 police officers of Jalgaon Police department, Maharashtra. Family dependents, age and working place are the factors considered for the study. Collected data has been subjected to chi-square test. The study identified that the constructs namely family dependents, age and working place are having a significant relationship with that of the WLB.

## **FACTORS INDUCING THE WLB: AN OVERVIEW OF PAST RESEARCH**

Renuka Devi, S.V. and Kanagalakshmi, L. (2015) done a research to identify the constructs inducing the WLB of women employees in IT companies. Data are gathered from

200 employees through multiple random sampling technique. Collected data has been subjected to the statistical tests. Study found that the organizational work load is the major influencer of the WLB. Mokana A/P Muthu Kumarasamy et al. (2015) assessed the constructs inducing the WLB. Emotional and spiritual intelligence, work engagement, organizational support, work overload, technology advancement and work life balance are the major factors considered for the study. Sample size of the study were subjected to 1566 police officers in Malaysia. Collected data has been subjected to structural equation modelling technique. Results of the study found that emotional intelligence, work engagement and support from the organization are positively and significantly associated with the work life balance. S. Saran and R. Manoj Kumar (2017) interrogated about the stimuluses of the work life balance among 153 Engineers in New Zealand through a review study. Investigation explored, no momentous affiliation between the co-workers' support in improving the work life balance initiatives among the respondents. Neera Kundani and Pallavi Mehta (2015) studied about the constructs inducing WLB among 300 banking workers in Jaipur, Rajasthan. Collected data is subjected to factor analysis. The study found the constructs such as working conditions, facilities, performance, support, independence and satisfaction as the major influencers of the work life balance. Mohammad Rezaul Karim (2015) studied about the factors inducing the work life balance among civil servants of Bangladesh. The study is qualitative in nature. Study found that much concentration over the family plays an important role in influencing their work life balance among the female respondents and in case of male employees, the financial scarcity affects their work life balance.

### **Research Gap Identified for the Study**

Through the extensive review of literature, it has been found that there is considerable amount of studies has been conducted on evaluating the association between the demographics with that of their WLB. It has been also found that there are more number of studies on the factors influencing the work life balance. Henceforth, as all the studies conducted a research study by taking the employees of various settings such as banks, IT professionals, lecturers, nursing professionals and even police officials, they all failed to study about the WLB among Married women IT professionals, school teachers and self-employed women all together in a single study. Henceforth, for fulfilling this research gap, this study has been conducted among the above professionals working in Chennai. In addition to this, as the impact of demographic factors on the WLB and the constructs influencing the WLB are studied separately, this study tries to make an attempt by investigating the

relationship between the personal and the organizational factors in influencing the work life balance.

### **OBJECTIVES OF THE STUDY**

Bearing the significance of the research gap identified, the main objective of this present study is to assess the connection amid the demographics and the organizational variables on inducing the WLB of the women respondents. In addition to this, the secondary objective of this research investigation is to evaluate the intercorrelation among the organizational factors considered for the study. The study also intended to provide further suggestions and recommendations in improving the work life balance of the respondents.

### **METHODOLOGY ADOPTED FOR THE FURTHER INVESTIGATION**

The study adopted simple random sampling method for data collection. The simple random sampling technique is adopted mainly for providing the chances to the entire population of the study of being selected as the samples of the study. The data has been collected from only those women employees who fulfills the following eligibility conditions. The women respondent aged 25-50 years should be married and should have lived with her spouse atleast for a period of last three years. The women should be employed in her current profession for the last one year without any break in the service. The respondent should have atleast one children at the school going age.

Data are gathered from 220 married women respondents comprising of 69 IT employees, 104 school teachers and 47 self-employed women. Data for the study has been collected through structured questionnaires which is subjected to pilot study. Collected data are analyzed using ANOVA (Analysis of Variance) for testing the differences between the demographic factors and the organizational factors influencing the work life balance and Correlations for studying about the relationship within the factors influencing the work life balance.

The self-administered questionnaire is produced to the respondents with the covering letter stating the information about the study and it has been designed in such a manner with the items such as demographic profile comprising of Age group in years, experience in years, hours worked per week, job description, respondent's monthly income and family monthly income of the respondents in section I. whereas in section II, the constructs inducing WLB such as work load and responsibilities, work environment, feelings about work, family dependents and absence from work. The last chapter deals about the work life balance.

### CONCEPTUAL COMPOSITION OF THE STUDY

Based upon the research gap and the research aim, the research has identified following factors as the variables taken for the study. The following study factors are finalized

after conducting cases studies among 60 respondents and the following variables are identified as the factors for the study. They are presented below in the form of a diagrammatic illustration and they are provided below as follows:

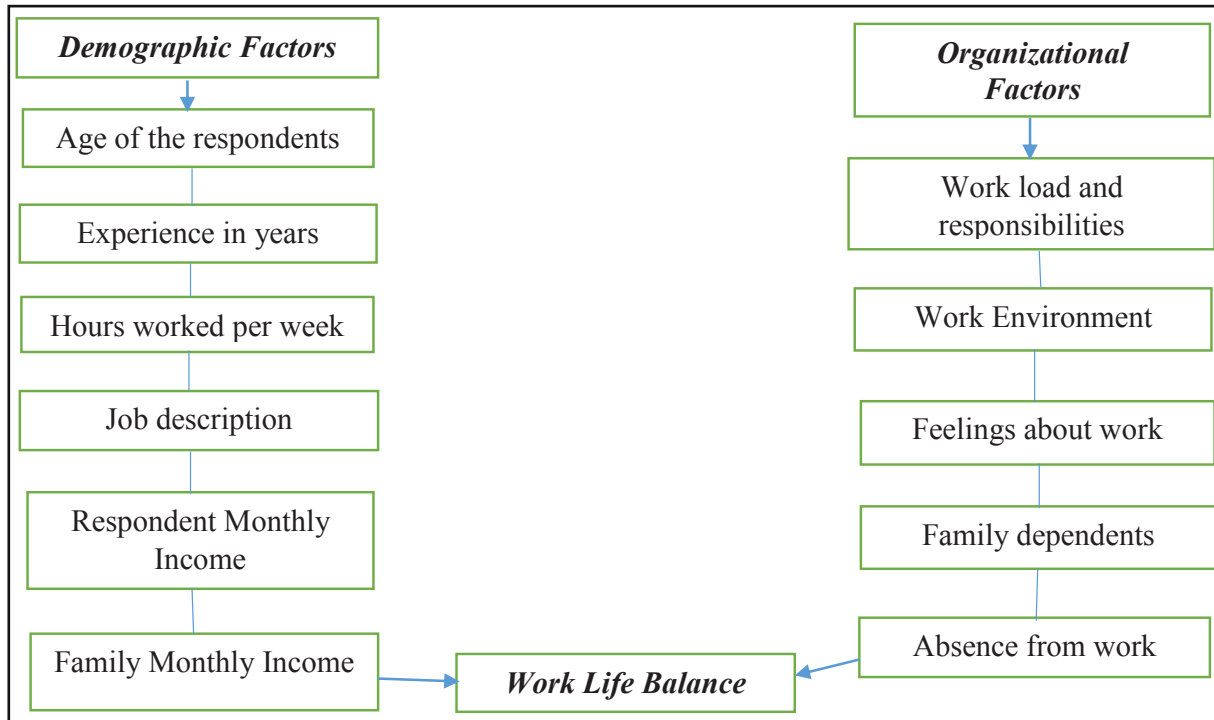


Fig. 1: Factors influencing Work Life Balance

#### Demographic Factors

Demographic factors that are considered for the study are age of the respondents, experience in terms of years, hours worked per week, job description, respondent monthly income and monthly family income. Further the age group of the respondents has been classified into 25-30 years, 31-40 years and 41-50 years. Experience in terms of years are classified into up to 3 years, 4-7 years, 8-10 years, 11-13 years, 14-16 years and 17 years and above. Working hours per week of the respondents are classified into below 30 hours, 30-39 hours, 40-49 hours, 50-59 hours and 60 hours and above. Job description is categorized into IT employees, school teachers and self-employed women. Respondent's Monthly Income is classified into below Rs. 20,000, Rs. 20,000-Rs. 30,000, Rs. 30,000-Rs. 40,000 and above Rs. 40,000. Monthly Family Income of the respondents are classified into income below Rs. 40,000, Rs. 40,000- Rs. 60,000 and Rs. 60,000-Rs. 80,000, Rs. 80,000-Rs.1,00,000 and above Rs.1,00,000.

#### Relationship Between the Demographic Factors and the Work-Life Balance

Considering the association between the demographic factors and the work life balance, initially taking into account, the age of the respondents, it has been identified that there is a positive effect of the age of the employees on their work life balance (Rashmi Bharathi et al., 2015). Taking into account, the experience of the respondents it has been found that more experienced workers possess greater work life balance (Hajar Namayandeh et al., 2010). Working hours has a direct and significant effect on the WLB. If the working hours of the employees rises, then there would be reduced work life balance. Income plays a predominant role in determining the WLB of the respondents i.e., with the increase in the income, the work life balance of the respondents' rises (Geetha Subramaniam et al., 2015; Ellen A. Ensher et al., 2002).

#### Organizational Factors

Organizational factors consist of the constructs influencing the WLB and it includes the constructs such as work load

and responsibilities, work environment, feelings about work, family dependents and absence from work. The work load and responsibilities is measured using 5 items in the questionnaire, the work environment consists of 5 items, feelings about work contains 6 items, family dependents with 4 items and absence from work with 4 items.

### Relationship Between the Organizational Constructs and the Work Life Balance

Taking into account, the very first construct of the study i.e., the work load and responsibilities, it refers to the level of tasks assigned to each and every employee in the course of work and the responsibilities attached to such work. The work load and responsibilities affects the WLB of the employees negatively (James et al., 2003, Purushottam Arvind Petare 2013). Work environment refers to such working conditions under which the employees performs their work. Favorable work environment leads to better work life balance (Allen T.D. 2001, Linda Thiede Thomas *et al.* 1995). Unfavorable work environment ends up in the reduced work life balance. Feelings about work in this context is the employees' thoughts and aspirations about their work. Positive feelings about the profession improves the work life balance of the employees (Wendy, 2007) and vice versa. Dependents are those persons who depends upon the income earning individuals of the particular group i.e., in common the family for their livelihood. The most common family dependents were children, spouse, elderly parents and young siblings. Higher the number of dependents, lower would be the WLB of the employees (Santhana Lakshmi, K et al., 2013, Prabha, N. et al., 2016). While, the work life balance would be lower when there are reduced work life balance. Absence from work here deals about taking absence from the occupation for the purpose of satisfying the demands and the needs of their family. When such absence from work rises, the work life balance of the employees also rises.

### Work Life Balance

Work life balance is the level of balance between the profession and the life of the employees. It could be also stated as the maintenance of the optimum level of balance between the work and the life by meeting all the demands of work, family and the personal life. Work life balance could be defined as the experience a working individual obtains for performing his multiple roles by foregoing the quality of work done in other domain (Jeffrey H. Greenhaus & Gary N. Powel, 2006). Achieving the demands, needs and requirements of the multiple roles through avoiding the role conflict is known as the work life balance (Sue Campbell Clark 2006, Clare Ungerson and Sue Yeandle 2005). In this study such work life balance is measured using ten items in

a five-point scale specially designed for this purpose.

## DATA ANALYSIS

### Cronbach's Alpha Test of Reliability Statistics

The Cronbach's alpha test of reliability has been conducted with an object of testing the validity and the reliability of the questionnaire. The questionnaire undertaken for the study which has over 34 items with a total of 50 cases is subjected to Cronbach's alpha tests and it has been found that the alpha reliability test of statistics is 0.8217 value. Since, the value lies between the 0.9-0.8, it has been observed that the questionnaire is strongly valid and reliable for further tests.

### Demographic Profile Considered for the Study

**Table 1: Frequency Distribution of the Personal Factors of the Study**

Factors	Frequency	Percentage
<i>Age group of the respondents</i>		
25-30 years	43	19.5%
31-40 years	118	53.6%
41-50 years	59	26.8%
<b>Total</b>	<b>220</b>	<b>100%</b>
<i>Work experience</i>		
Up to 3 years	24	10.9%
4-7 years	46	20.9%
8-10 years	44	20.0%
11-13 years	32	14.5%
14-16 years	43	19.5%
17 years and above	31	14.1%
<b>Total</b>	<b>220</b>	<b>100%</b>
<i>Weekly Working hours</i>		
Below 30 hours a week	6	2.7%
30-39 hours	32	14.5%
40-49 hours	78	35.5
50-59 hours	71	32.3
60 hours and above	33	15.0
<b>Total</b>	<b>220</b>	<b>100%</b>
<i>Job description</i>		
IT employees	69	31.63%
School teachers	104	47.27%
Self-employed women	47	21.36%
<b>Total</b>	<b>220</b>	<b>100%</b>
<i>Monthly Income</i>		

Factors	Frequency	Percentage
Below Rs. 20,000	75	34.1%
Rs.20,000-Rs.30,000	38	17.3%
Rs. 30,000-Rs.40,000	68	30.9%
Above Rs. 40,000	48	21.82%
<b>Total</b>	<b>220</b>	<b>100%</b>
Monthly Family Income		
Below Rs. 40,000	50	22.7%
Rs. 40,000 – Rs.60,000	52	23.6%
Rs. 60,000 – Rs.80,000	28	12.7%
Rs. 80,000 – Rs. 1,00,000	55	25.0%
Above Rs. 1,00,000	35	15.9%
<b>Total</b>	<b>220</b>	<b>100%</b>

Source: Primary data

The above table 1 clearly displays the frequency distribution of the demographic profile of the respondents. Taking into account, the very first demographic construct i.e., age group of the respondents it has been found that 43 respondents are aged 25-30 years, 118 interviewees are aged 31-40 years and 59 respondents are having age from 41-50 years. Considering the experience of the interviewees in terms of years, 24 respondents are having experience up to 3 years, 46 interviewees are experienced from 4-7 years, 44 respondents are possessing experience from 8-10 years, 32 employees are experienced 11-13 years, 43 employees are having experience from 14-16 years and 31 respondents are experienced 17 years and above. As far as the weekly working hours are considered, 6 respondents reported that they are working for 6 hours a week, 32 interviewees are working for 30-39 hours in a week, 78 workers are working for 40-49 hours a week, 71 employees are working for 50-59 hours weekly and 33 workers are working for 60 hours and above.

Considering the job description of the employees, 69 workers are IT professionals, 104 employees are school teachers and 47 professionals are self-employed. Taking into account, the monthly income of the respondents, 75 employees are earning income up to Rs. 20,000, 38 workers stated that their family income is Rs. 20,000-Rs. 30,000, 68 respondents are earning a monthly income of Rs. 30,000-Rs. 40,000 and the remaining 39 interviewees are earning income of above Rs. 40,000. As far as the monthly family income of the respondents are considered, 50 employees are receiving a monthly family income of up to Rs. 40,000, 52 workers are getting income from Rs. 40,000- Rs. 60,000 as family income per month, 28 women stated that they receive Rs. 60,000-Rs. 80,000 as the family monthly income per month, 55 respondents stated that they obtain a monthly family income of Rs.80,000-Rs.1,00,000 and 35 interviewees stated

that they receives the monthly family income of above Rs. 1,00,000 as the monthly family income.

**Table 2: Mean and Standard Deviation of the Study Factors**

S. No.	Statements	Mean	S.D.
Work load and responsibilities			
1.	Different skills are required for my job	3.205	1.077
2.	My job demands me complex skills	3.445	1.175
3.	Tough tasks are assigned to me by the management	3.318	1.231
4.	I'm responsible for the work assigned to me	3.200	1.196
5.	Responsibilities are making me very happy on the work	3.159	1.200
Work Environment			
6.	My words are valued by my organization	3.182	1.128
7.	I can overcome any obstacle easily as my organization gives me enough confidence.	3.373	1.121
8.	There is a distant vision for my organization.	3.259	1.198
9.	I have very closer associations with my colleagues.	3.082	1.171
10.	I am very much happier with my superior relationships.	3.191	1.060
Feelings about work			
11.	I'm pleased to execute my work.	3.014	1.164
12.	Private things are being discussed with my colleagues	3.491	1.121
13.	My organization treats me like its asset	3.595	1.096
14.	I could easily help my co-workers	3.505	1.168
15.	I'm very much committed and ready to take the responsibilities in my organization.	3.427	1.158
16.	I will make a change, when I get a good opportunity.	3.332	1.356
Family dependents			
17.	Allowances for special reasons are provided by me	3.505	1.075
18.	Part time working chances are given to me during the family issues	3.345	1.320
19.	Scholarships are provided to my children by my organization.	3.305	1.428
20.	Child care facilities are provided by my organization.	2.950	1.328

S. No.	Statements	Mean	S.D.
Absence from work			
21.	Annual leave are provided to me frequently	3.377	1.089
22.	Extended parental leave are offered by my organization	3.300	1.235
23.	Medical leave is allowed to me whenever I fall ill	3.500	1.309
24.	I have the chances to earned leave for meeting my personal opinions.	3.464	1.168
Work Life Balance			
25.	Work demands intersects with the family	3.818	1.187
26.	Family demands intersects with my profession	3.555	1.103
27.	I have to forego demands at work due to the work demands outside normal working hours	3.377	1.256
28.	Supportive organizational policies leads to proper work life balance	3.636	1.116
29.	Restricted occupational involvement allowed more time with the family.	3.305	1.247
30.	Flexible working options are allowed at my office.	3.359	1.116
31.	Opportunity cost plays a major role in satisfying the demands of the work and the family	3.455	1.164
32.	I am contented with the family relationships.	3.400	1.218
33.	Multiple roles affects me mentally.	3.200	1.173
34.	Absence of dependents care policies affects me.	2.832	1.140

Source: Primary data

The above table 2 clearly projects the mean and the standard deviation of the study factors. Initially considering the work load and responsibilities, the interviewees accepted that their work demands more complex skills at a mean rate of 3.445 value, followed by it, then the tough tasks are assigned to the respondents at a mean of 3.318 mean, then by the requirement of different skills of job at 3.205 mean, then by the responsibility assigned to the workers at a mean of 3.200 and lastly, the responsibilities at work are making the employees happier is reported by a mean of 3.159 mean. Taking into account, the work environment of the workers, the confidence to overcome the issues are reported by 3.373 mean, then by the distant vision for the organization at 3.259 mean, by happiness with the superior relationships by 3.191 mean, then by the value towards the employees' statement at 3.182 mean and by the closer association with the colleagues at 3.082 mean.

As far as the feelings about work are considered, the organization's treatment like the asset statement is reported by 3.595 mean, then getting the help of the co-workers at 3.505 mean, next by the discussion of private things with the colleagues at 3.491 mean, then commitment towards work by 3.427 mean and at the end by the taking over the chance for better opportunity at 3.332 mean and lastly, by the execution of work at 3.014 mean. Taking into account, the family dependents, providing special allowances are valued at 3.505 mean, then allowing for part time work at 3.345 mean, by scholarships provided to the children at 3.305 mean and lastly, by the child care facilities provided at 2.950 mean. In the absence from work variable, medical leave allowed has a mean value of 3.500 mean, chances to have earned leave at 3.464 mean, then by providing annual leave at 3.377 mean and lastly by offering extended parental leave at 3.300 mean.

Among the work life balance factor, the work demands intersection with the family statement has a mean score of 3.818, then by the supportive organizational policies at 3.636 mean, next the family demands intersection with the work at 3.555 mean, next the opportunity cost of fulfilling the needs of family and the work at 3.455 mean, then the contentment with the family relationships at 3.400 mean, by foregoing demands at normal working hours at 3.377 mean, then the flexible working options at 3.359 mean, the restricted occupational involvement at 3.305 mean, then affecting the multiple roles at 3.200 mean and then by the absence of dependent care policies at 2.832 mean.

**Hypothesis I:** There is no significant difference among the age group, factors affecting the work life balance and work life balance.

**Table 3: ANOVA for the Significant Difference Between the Age Group, Work Life Balance and the Factors Affecting the Work Life Balance**

Factors	Age group (in years)			F value	P value
	25-30	31-40	41-50		
Work load and responsibilities	16.60 <sup>a</sup> (3.75)	15.97 <sup>a</sup> (3.73)	16.85 <sup>a</sup> (2.89)	1.391	.251
Work environment	16.70 <sup>a</sup> (3.62)	15.97 <sup>a</sup> (3.53)	16.85 <sup>a</sup> (3.84)	1.094	.337
Feelings about work	20.81 <sup>a</sup> (4.45)	20.48 <sup>a</sup> (3.50)	19.80 <sup>a</sup> (3.87)	1.017	.363
Family dependents	14.33 <sup>b</sup> (3.91)	13.19 <sup>b</sup> (4.23)	11.68 <sup>a</sup> (4.20)	5.271	.006**

Factors	Age group (in years)			F value	P value
	25-30	31-40	41-50		
Absence from work	14.23 <sup>a</sup> (3.50)	13.61 <sup>a</sup> (2.95)	13.27 <sup>a</sup> (3.03)	1.219	.298
Work life balance	34.72 <sup>a</sup> (5.53)	33.49 <sup>a</sup> (5.26)	34.25 <sup>a</sup> (5.08)	1.005	.368

Source: Primary data

Note: 1. The value () denotes SD

2. \*\* implies significance at 1% level

3. Different alphabets among the age group denotes significant at 5% level using DMRT

The above table 3 clearly displays the ANOVA for the significant difference between the age group and the factors affecting work life balance. Since the p value for family dependents is less than .001, it has been identified that there is a significant difference between the age group and the family dependents at 1% level of significance. As the p value is greater than 0.005, the null hypothesis is accepted

with regard to the constructs such as WLR, WE, FAW, AFW and the WLB with that of the age of the employees. Henceforth, it has been identified that there is no significant difference between the age group, factors inducing work life balance like work load and responsibilities, work environment, feelings about work, absence from work and the work life balance at 5% level. Considering the DMRT, among the factors considered for the study, the work load and responsibilities, work environment, feelings about work and absence from work has a significant difference with that of all the age groups taken for the study. Considering the family dependents factor, the respondents with the age group of 25-30 years and 31-40 years is not significantly differed with the age group 41-50 years, but there is no significant difference between all the age groups with respect of the family dependents. Work life balance has a significant relationship with that of the age groups.

**Hypothesis II:** There is no significant difference among the years of experience, WLB and the constructs inducing the WLB.

**Table 4: ANOVA for the Significant Difference Between the Experience, WLB and the Factors Affecting the WLB**

Factors considered for the study	Experience in terms of years						F value	P value
	Up to 3	4-7	8-10	11-13	14-16	17 and above		
WLR	17.54 <sup>a</sup> (3.26)	17.13 <sup>ab</sup> (3.73)	16.48 <sup>ab</sup> (3.89)	15.34 <sup>a</sup> (3.25)	15.42 <sup>a</sup> (3.37)	16.26 <sup>ab</sup> (3.05)	2.179	.058
WE	16.96 <sup>a</sup> (4.36)	16.76 <sup>a</sup> (3.62)	16.91 <sup>a</sup> (3.55)	15.63 <sup>a</sup> (3.17)	15.09 <sup>a</sup> (3.45)	15.10 <sup>a</sup> (3.47)	2.320	.044*
FAW	19.75 <sup>a</sup> (4.46)	20.67 <sup>a</sup> (3.62)	21.64 <sup>a</sup> (3.67)	20.31 <sup>a</sup> (3.61)	19.63 <sup>a</sup> (3.66)	19.65 <sup>a</sup> (3.86)	1.748	.125
FD	14.00 <sup>b</sup> (3.99)	12.87 <sup>ab</sup> (4.67)	14.59 <sup>b</sup> (4.18)	11.78 <sup>a</sup> (3.57)	12.93 <sup>ab</sup> (3.95)	11.55 <sup>a</sup> (4.26)	2.886	.015*
AFW	14.88 <sup>b</sup> (3.84)	13.96 <sup>ab</sup> (2.67)	13.55 <sup>ab</sup> (3.24)	13.38 <sup>ab</sup> (2.94)	13.51 <sup>ab</sup> (3.03)	12.81 <sup>a</sup> (2.95)	1.397	.226
WLB	34.25 <sup>ab</sup> (4.90)	33.52 <sup>ab</sup> (5.57)	35.39 <sup>b</sup> (6.30)	32.53 <sup>a</sup> (4.26)	34.84 <sup>ab</sup> (4.59)	32.45 <sup>a</sup> (4.86)	1.984	.082

Source: Primary data

Note: 1. The value () denotes SD

2. \* implies significance at 5% level

3. Various alphabets among the experience describes significance at 5% level using DMRT

This above table 4 clearly projects the ANOVA for the significant difference between the experience, WLB and the constructs inducing the WLB. As the p value is less than .005, the null hypothesis is rejected with regard to the WE, FD with that of the experience of the respondents. Henceforth it is stated that there is a significant difference between the years

of experience and the WE and FD at 5% level of significance. Since, the p value is not less than .005, the null hypothesis is accepted and it has been stated that there is no significant difference among the WLR, FAW, AFW and WLB of the interviewees. Considering the DMRT, it has been identified that the respondents with experience of 4-7 years, 8-10 years

and 17 years and above are having no significant difference with that of the WLR at 5% level and the respondents with the experience of up to 3 years, 11-13 years and 14-16 years has a significant difference with the WLR at 5% level. WE and FAW has a significant difference with all ranges of years of experience of the respondents at 5% level. FD and AFW are significantly related with the interviewees having ranges of up to 3 years, 8-13 years and above 16 years at 5% level, whereas the respondents with the experience range of above 3 to 16 years has no significant difference with the

FD and AFW at 5% level. WLB is significantly associated with the respondents having experience of up to 7 years and those with the experience of from 14-16 years, while the interviewees with the experience of above 7 to 13 years and those with above 16 years are significantly associated with the WLB.

**Hypothesis III:** There is no significant difference among the weekly working hours, WLB and the factors inducing the WLB.

**Table 5: ANOVA for the Significant Difference Between the Weekly Working Hours, WLB and the Factors Affecting the WLB**

Factors considered for the study	Weekly Working hours					F value	P value
	Below 30	30-39	40-49	50-59	60 and above		
WLR	20.50 <sup>b</sup> (2.35)	15.38 <sup>a</sup> (3.08)	16.83 <sup>a</sup> (3.55)	15.73 <sup>a</sup> (3.36)	16.58 <sup>a</sup> (3.85)	3.796	.005 <sup>**</sup>
WE	19.33 <sup>b</sup> (3.67)	15.44 <sup>a</sup> (3.21)	17.00 <sup>a</sup> (3.33)	15.38 <sup>a</sup> (3.71)	15.48 <sup>a</sup> (3.92)	3.766	.006 <sup>**</sup>
FAW	21.50 <sup>a</sup> (2.26)	20.00 <sup>a</sup> (4.37)	21.08 <sup>a</sup> (3.30)	19.86 <sup>a</sup> (3.73)	19.91 <sup>a</sup> (4.52)	1.333	.259
FD	13.00 <sup>a</sup> (6.63)	12.66 <sup>a</sup> (4.47)	13.27 <sup>a</sup> (4.07)	13.18 <sup>a</sup> (4.07)	12.33 <sup>a</sup> (4.50)	.363	.835
AFW	13.33 <sup>ab</sup> (2.73)	13.34 <sup>ab</sup> (2.18)	14.21 <sup>b</sup> (3.10)	13.92 <sup>ab</sup> (3.23)	12.06 <sup>a</sup> (3.17)	3.157	.015 <sup>*</sup>
WLB	35.83 <sup>a</sup> (5.88)	33.13 <sup>a</sup> (5.72)	33.63 <sup>a</sup> (5.12)	34.72 <sup>a</sup> (5.20)	33.42 <sup>a</sup> (5.24)	.919	.454

Source: Primary data

Note: 1. The value () denotes SD

2. \*\* implies significance at 1% level
3. \* implies significance at 5% level
4. Various alphabets among the weekly working hours describes significance at 5% level using DMRT

The above table 5 shows the ANOVA for the significant difference among the weekly working hours, WLB and the factors inducing such WLB. As the p value is less than 0.001, the null hypothesis is rejected and it has been found that there is a significant difference among the weekly working hours and with that of the WLB and WE at 1% level. Since, the p value is smaller than 0.005, the null hypothesis is rejected and it is stated that there is a significant difference between the weekly working hours and with the AFW at 5% level. As the p values are not lesser than .005, the null hypothesis is accepted and it is inferred that there is a significant relationship among FAW, FD and the WLB of the interviewees. Taking

into account, the DMRT, factors such as WLR, WE, FAW, FD and WLB are having a significant difference with that of the different categories of the weekly working hours. The respondents with the experience of below 30 hours, 30-39 hours and 50-59 hours are not significantly related with the AFW, while the respondents with the experience range from above 40-49 hours and above 60 hours are significantly associated with the AFW.

**Hypothesis IV:** There is no significant difference among the respondent's monthly income, WLB and the factors inducing the WLB.

**Table 6: ANOVA for the Significant Difference Among the Respondent's Monthly Income, WLB and the Factors Affecting the WLB**

Factors considered for the study	Monthly Income of the Respondents				F value	P value
	Below Rs. 20,000	Rs.20,000- Rs.30,000	Rs.30,000 – Rs.40,000	Above Rs.40,000		
WLR	17.40 <sup>b</sup> (3.62)	16.37 <sup>ab</sup> (3.96)	15.41 <sup>a</sup> (3.28)	15.82 <sup>a</sup> (2.88)	4.272	.006 <sup>**</sup>
WE	17.23 <sup>b</sup> (3.88)	17.18 <sup>b</sup> (3.15)	15.15 <sup>a</sup> (3.07)	14.46 <sup>a</sup> (3.52)	8.537	.000 <sup>**</sup>
FAW	20.85 <sup>bc</sup> (3.70)	21.79 <sup>c</sup> (4.22)	19.94 <sup>ab</sup> (3.38)	18.77 <sup>a</sup> (3.70)	5.030	.002 <sup>**</sup>
FD	13.71 <sup>b</sup> (3.94)	13.89 <sup>b</sup> (4.32)	12.99 <sup>b</sup> (4.17)	10.82 <sup>a</sup> (4.26)	4.937	.002 <sup>**</sup>
AFW	14.17 <sup>b</sup> (2.80)	13.37 <sup>ab</sup> (3.22)	13.76 <sup>ab</sup> (3.12)	12.67 <sup>a</sup> (3.30)	2.206	.088
WLB	33.93 <sup>a</sup> (5.27)	36.03 <sup>b</sup> (5.82)	33.60 <sup>a</sup> (5.00)	32.49 <sup>a</sup> (4.70)	.907	.438

Source: Primary data

Note: 1. The value () denotes SD

2. \*\* implies significance at 1% level

3. Various alphabets among the monthly income describes significance at 5% level using DMRT

The above table 6 clearly projects the ANOVA for the significant difference among the monthly income of the respondents and the study factors. As the p values are lesser than .001, the null hypotheses are rejected and the study identified that WLR, WE, FAW and FD are significantly related with the monthly income of the respondents at 1% level. As the p values are not lesser than .005, the null hypothesis stating that AFW and WLB are not significantly related with the monthly income of the respondents is accepted. Taking into account, the DMRT, it has been found that the interviewees with the monthly income of less than Rs. 20,000 and above Rs. 30,000 are having a significant relationship with that of the WLR, whereas the women workers earning income from Rs. 20,000 to Rs. 30,000 are not significantly associated with the WLR at 5% level of significance. It has been also found that WE, FD and WLB

are significantly related with the respondents' monthly income at 5% level. Respondents with the income of up to Rs. 20,000 and those with Rs. 30,000 to Rs. 40,000 are not significantly associated with the FAW and those with the monthly income from Rs. 20,000 to Rs. 30,000 and above Rs. 40,000 are having a significant relationship with the FAW at 5% level. Women workers those who are earning a monthly income less than Rs. 20,000 and above Rs. 40,000 are significantly differed with the AFW, while there is no such significant difference between the AFJ and those earning income from above Rs. 20,000 and up to Rs. 40,000 at 5% level of significance.

**Hypothesis V:** There is no significant difference among the respondent's family monthly income, work life balance and the factors inducing the work life balance.

**Table 7: ANOVA for the Significant Difference among the Respondent's Family Monthly Income, WLB and the Constructs Inducing the WLB**

Factors considered for the study	Monthly Family Income of the Respondents					F value	P value
	Below Rs.40,000	Rs.40,000- Rs.60,000	Rs.60,000- Rs.80,000	Rs.80,000- Rs.1,00,000	Rs.1 lakh		
WLR	17.38 <sup>b</sup> (3.70)	16.58 <sup>b</sup> (3.58)	17.29 <sup>b</sup> (3.23)	14.69 <sup>a</sup> (3.08)	16.26 <sup>b</sup> (3.36)	4.971	.001 <sup>**</sup>
WE	17.08 <sup>b</sup> (3.75)	17.19 <sup>b</sup> (3.41)	17.64 <sup>b</sup> (3.08)	14.11 <sup>a</sup> (2.48)	14.89 <sup>a</sup> (4.10)	9.819	.000 <sup>**</sup>

Factors considered for the study	Monthly Family Income of the Respondents					F value	P value
	Below Rs.40,000	Rs.40,000-Rs.60,000	Rs.60,000-Rs.80,000	Rs.80,000-Rs.1,00,000	Rs.1 lakh		
FAW	20.48 <sup>ab</sup> (4.33)	21.62 <sup>b</sup> (3.06)	21.57 <sup>b</sup> (3.46)	19.31 <sup>a</sup> (3.62)	19.03 <sup>a</sup> (3.80)	4.544	.002**
FD	13.58 <sup>a</sup> (3.65)	13.19 <sup>a</sup> (4.48)	13.68 <sup>a</sup> (5.05)	12.65 <sup>a</sup> (3.96)	11.91 <sup>a</sup> (4.38)	1.105	.355
AFW	14.00 <sup>a</sup> (2.98)	13.65 <sup>a</sup> (2.49)	14.11 <sup>a</sup> (3.86)	13.45 <sup>a</sup> (3.28)	13.03 <sup>a</sup> (3.11)	.718	.580
WLB	33.64 <sup>ab</sup> (5.78)	35.52 <sup>b</sup> (5.11)	33.93 <sup>ab</sup> (4.45)	32.73 <sup>a</sup> (4.99)	33.91 <sup>ab</sup> (5.45)	1.972	.100

Source: Primary data

Note: 1. The value () denotes SD

2. \*\* implies significance at 1% level

3. Various alphabets among the weekly working hours describes significance at 5% level using DMRT

The above table 7 describes about the ANOVA for the significant difference between the family income of the respondents with that of the factors considered for the study. As the p value is less than .001, the null hypothesis is rejected and it is inferred that there is a significant difference between the WLR, WE and FAW with that of the monthly family income of the interviewees at 1% level. Since, the p values are not less than .005, the null hypothesis stating that there is a significant difference between the FD, AFW and WLB at 5% level of significance. Considering the DMRT, it has been found that there is a significant relationship among the WLR, WE, FD and AFW with that of all ranges of the family monthly income of the workers at 5% level of significance. The interviewees with the family income per month below Rs. 40,000 and from Rs. 60,000 to Rs. 80,000 it was identified that there is no significant difference between these ranges and the WLB, whereas the women with income from above Rs. 40,000 to Rs. 60,000 and above Rs. 80,000 are significantly related with the WLB at 5% level of significance. The interviewees having a monthly family income of below Rs. 40,000 are not significantly related with the AFW and the respondents with the income of above Rs. 40,000 are significantly associated with the AFW at 5% level.

**Hypothesis VI:** There is no significant association among the factors inducing the work life Balance such as WLR, WE, FAW and FD.

**Table 8: Pearson Inter Correlation for the Factors Inducing WLB Such as WLR, WE, FAW and FD**

Factors taken	WLR	WE	FAW	FD
WLR	1	.394(**)	.231(**)	.087
	.	.000	.001	.197
	220	220	220	220
WE	.394(**)	1	.261(**)	.158(**)
	.000	.	.000	.019
	220	220	220	220
FAW	.231(**)	.261(**)	1	.299(**)
	.001	.000	.	.000
	220	220	220	220
FD	.087	.158(*)	.299(**)	1
	.197	.019	.000	
	220	220	220	220

Source: Primary data

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

The above table 8 clearly displays the inter correlation for the factors inducing the WLB such as WLR, WE, FAW and FD. WLR has a weak positive correlation with that of the WE, FAW and FD at .394, .231 and .087 correlations. Henceforth, it is clearly projected that WLR is significantly

correlated with the WE and FAW at 1% level of significance. WLR has no significant association with that of the FD and it is inferred that there is no significant difference among the WLR and FD at 1% level of significance. WE is having weak and positive correlation with the FAW and FD at .261 and .158 correlations. Such WE is significantly correlated with the FAW and FD at 1% level of significance. FAW is having a weak and positive correlation with FD at .299 correlations. It is found that FAW is significantly correlated with the FD at 1% level of significance.

**Hypothesis VII:** There is no significant association among the factors inducing the work life Balance such as WE, AFJ and WLB

**Table 9: Pearson Inter Correlation Among the Factors Such as WLB, WE and AFJ**

Factors taken	WLB	WE	AFJ
WLB	1	.294(**)	.080
	.	.000	.238
	220	220	220
WE	.294(**)	1	.120
	.000	.	.075
	220	220	220
AFJ	.080	.120	1
	.238	.075	.
	220	220	220

Source: Primary data

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

The above table 9 clearly describes the inter correlation among the factors such as WLB, WE and AFJ. WLB is having a weak positive correlation with the WE and AFJ at .294 and at .080 correlations. WLB is significantly correlated with the WE and not with the AFJ at 1% level of significance. WE is having a weak and positive correlation with the AFJ at .120 correlations. Henceforth, it could be stated that there is no significant difference between the WE and the AFJ at 5% level of significance.

## FINDINGS AND RECOMMENDATIONS

The study found that the FD is significantly associated with the age group at 1% level of significance. WE and FD are significantly affiliated with the years of experience at 5% significance level. WLR and WE possesses significant rapport with the weekly working hours at 1% level. WLR, WE, FAW and FD are strongly associated with the monthly income at 1% significant level. WLR, WE and FAW has

a significant bond with the monthly family income of the respondents at 1% level of significance. Among the factors inducing the WLB, WLR are significantly correlated with the WE and the FAW at 1% level. WE is significantly associated with the FAW and FD at 1% significance level. FAW is significantly affiliated with the FD at 1% level of significance.

Apart from the above, it has been found that the respondents with the age group 31-40 years are found to have more WLR burden and unfavorable WE, while the women within the age group 41-50 years are having negative FAW, lesser chances to achieve the needs of the FD and low AFJ. As a whole, it was found that the respondents within the age group 31-40 years has reduced WLB. Taking into account, the years of experience, the women with experience from 11-13 years is having reduced WLR, whereas the interviewees with the experience range from 14-16 years are having low WE and FAW and the women with the experience of above 16 years are having no time to fulfill the demands of FD and low AFJ. Finally, it is identified that the workers with the experience of 17 years and above are having reduced WLB. As far as the weekly working hours are considered, the workers working for 30-39 hours in a week are having reduced WLR, while the respondents with 50-59 hours' weekly work time has unfavorable WE and FAW. The women with working hours of above 60 hours a week could not able to fulfill the demands of the FD easily. Interviewees with working hours of below 30 hours a week are having lesser AFJ chances. It is found that the respondents working for 30-39 hours in a week has lesser WLB. Considering the monthly family income of the respondents, it has been found that the interviewees with the monthly income of Rs. 30,000-Rs. 40,000 has more WLR, whereas the women workers with the income of above Rs. 40,000 are having unfavorable WE, negative FAW, low chances to meet the needs of the FD and the lesser AFJ. Therefore, it has been identified that the employees with above Rs. 40,000 are having poor WLB. As far as the monthly family income of the workers are concerned, the workers earning a monthly family income of Rs. 80,000-Rs. 1,00,000 has more WLR and unfavorable WE, while the respondents earning income above Rs. 1,00,000 has reduced FAW, lesser chances to meet the demands of the FD and lower AFJ. The workers with the family income of Rs. 80,000-Rs. 1,00,000 has lower WLB.

The middle aged respondents i.e., 31-40 years could easily improve their WLB, when once their family commitments are shared and met together by all the dependents, spouse and the respondents themselves. As soon as the family demands are met, they could easily concentrate on their job and as a result, their WLB is improved. Since, the workers with more experience of 17 years and above would be in

a key position in an organization and henceforth, as he has more work pressure and responsibilities, he could not achieve the WLB properly. So, it is the duty of the top management of the IT, school organization and that of the family members and juniors in case of the self-employed to take care the health of the employees, and to arrange for job sharing and division of work among such workers and as a result, their WLB would arise. Surprisingly, the study found that the respondents with 30-39 hours working per week has poor WLB. Since, their working hours are limited, they are in the starting stages of their career and as a result, there would be lower income. Therefore, the organization should improve the salary level and in turn, their WLB increases. The WLB of the respondents with the monthly income of above Rs. 40,000 and with the family income of above Rs. 40,000 and the monthly family income within the range of Rs. 80,000 – Rs. 1,00,000 could improve their WLB by the organization and by the self-employed themselves through mitigating the work responsibilities of those individuals through job sharing. When as soon as the WLB of the working individuals improves, their standard of the living arises in turn they pay more taxes to the government and as a result, this paves way for the economic growth of the nation.

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