African Journal of Biological Sciences

Journal homepage: http://www.afjbs.com

Research Paper   Open Access

Work Life Balance of Women Employees in Public Administration – A Study with special reference to Employees of Public Sector

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Abstract

Purpose: The purpose of this study is to identify the work-life balance factors that influence the job satisfaction of women working in the public administration sector.

Methods: To achieve the objective, a self-administered questionnaire was developed with the consultation of subject experts. The data was collected using purposive sampling, specifically targeting women officials in senior positions across various departments.

Results: The study identified five factors of work-life balance that have an impact on job satisfaction among women in the public administration sector. The findings provide a comprehensive understanding of the elements that contribute to achieving work-life balance and their influence on job satisfaction. It was found that women in public administration faced more professional challenges than personal challenges. Additionally, the study discovered that women used social media as a medium to reduce their work stress. Furthermore, the study highlighted the importance of personal and family support in helping women balance work and individual life.

Conclusion: This study contributes to the existing literature on work-life balance and job satisfaction by examining their relationship specifically in the context of women working in the public administration sector. The findings can inform the development of policies and practices that support women employees in achieving a better work-life balance and enhancing their overall job satisfaction. The study suggests that the Public Sector Departments should set policies and standards to benefit working women, thereby increasing the efficiency of the public administration sector.

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

1. Introduction

Work-life balance refers to the ability to effectively manage and integrate work responsibilities with other aspects of life, including family, community involvement, leisure activities, and personal growth. It entails finding a suitable and equitable equilibrium between an individual's work engagement and their personal life, which may evolve over time. Work-life balance is achieved through the implementation of proper arrangements, supportive systems, effective management, and workplace policies, while fostering healthy personal relationships (Chaitra et al., 2016). The impact of work-life balance on employee performance and job satisfaction has been widely acknowledged. Attaining a healthy work-life balance helps reduce work-related stress and enhances overall job satisfaction. Organizations have recognized the significance of work-life balance in relation to

employee productivity and creativity. To encourage employees to work efficiently, employers have implemented various initiatives such as flexible working hours, shift options, team outings, daycare facilities, and on-site health services. By promoting work-life balance, organizations motivate their employees, foster loyalty, and enhance commitment to the organization.

Work-life balance has emerged as a critical factor in employee well-being, job satisfaction, and organizational success. Employers who prioritize work-life balance create a positive work environment that supports employees' personal and professional needs, leading to increased productivity, employee engagement, and retention. Companies confront numerous difficulties in executing the strategies on WLB as employees today not only look out for work but they also want the companies to take care of their prosperity. Therefore, companies are embracing for new agreements where workers can offer time to appreciate and invest energy with their family. With this expanding industrialization and training, 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 quickly developing and aggressive world, as each conceivable open door for business is expanded, the companies need to make suitable climate where employees can adjust their expert and individual life. Just when a business has a positive Work Life Balance, can be beneficial and give the best to association. Henceforth business is working out plans which can draw and hold their employees.

An effective work-life balance helps in the achievement of individual objectives. It helps in striking a harmony between work environment, family and companions, network, hobbies, sleep and sport/work out. On the off chance that an association incorporates work-life balance, it will be a decent tool to hold the employees and increase their personal satisfaction. 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 comprehend the different issues that have gone to the cutting edge because of the dynamic of work. A healthy lifestyle is one where we spread our vitality and exertion like passionate, scholarly, creative, profoundness and physical between key zones of significance. Work-life 'imbalance' has over some undefined time frame pulled in concern in view of expanding issues identified with worker wellbeing, dullness at working environment, declining dimensions of profitability and effectiveness at the employee level.

2. Review of Literature

Lou, Y., Xu, S., Liao, J., & Liu, H. (2021) explored the relationships between work-life balance, psychological contract breach, work-family conflict, and turnover intention. Iqbal, A., & Ahmad, N. (2020) examined Work-life balance and women's career advancement in higher education institutions and found the impact of work-life balance on women's career advancement in higher education institutions, providing insights into the challenges and opportunities faced by female academics. Karatas-Ozkan, M., & Erdogan, E. (2020) studied about Work-life balance challenges for women entrepreneurs in technology ventures: A multiple case study. This multiple case study investigates the work-life balance challenges encountered by women entrepreneurs in the technology sector, highlighting the specific issues faced by this group. Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2018) examined the relationship between work-family conflict and flexible work arrangements, emphasizing the importance of understanding different aspects of flexibility. Dinh, H. V., & Nguyen, H. (2019) investigated the connection between work-life balance and career satisfaction among women entrepreneurs in Vietnam, shedding light on the unique experiences of this specific group. Gao, Y., Huang, J. C., & Tang, G. Y. (2019) explored the mediating effect of psychological

capital in the relationship between work-life balance and well-being. Kossek, E. E., Piszczek, M. M., McAlpine, K., Hammer, L. B., Burke, L., & Almeida, D. M. (2019) focused on the work-family challenges faced by low-income parents and their children, emphasizing the implications for research and policy in supporting this vulnerable population. Mason, L. R., Kifer, M. J., & Powell, G. N. (2018) using a growth curve analysis, investigated the trajectories of work-life balance satisfaction for men and women, providing insights into the dynamic nature of work-life balance. Ng, T. W., & Feldman, D. C. (2018) examined the mediating role of self-efficacy and work-life balance in the relationship between work-family enrichment and job satisfaction. Shockley, K. M., Clark, M. A., Dodd, H., & King, E. B. (2017) provided a comprehensive review of the literature on work-family conflict, offering insights into the prevalence and consequences of this phenomenon.

Tapasya and Urvika (2017) found that the consistently expanding work stress was incurring significant damage on the working women abandoning them with less time for themselves this influenced their physical, passionate and social prosperity. Gayathri (2016) explicit that work-family encounter is not universal, but culture-specific hence there was a need to break down the functioning of how women balances work and family issues across different countries. Abha and Lakhwinder (2018) assessed the impact of big five personality traits (receptiveness to encounter, honesty, extraversion, pleasantness and neuroticism) on the four elements of work-family balance for example work-to-family struggle, family-to-work strife, work-to-family assistance and family-to-work help among Indian journalists. Belayeth and Noraida (2018) investigated the commitments of respectable work circumstances to work–life equalization of small entrepreneurs and revealed the degree and greatness of basic work indicators that supported the work–life balance circumstances of small ventures. Vineetha (2018) demonstrated that different non-work inclinations of representatives ought to be considered amid work-life balance investigate and amid the structuring work-life balance rehearses. This would address the non-work requests of various sorts of employees and give more acknowledgment to such activities. Hussein et al. (2018) analysed the connection between WLB, work satisfaction and authoritative duty on worker execution among regulatory staff in Northern region colleges in Malaysia. And indicated that all the autonomous factors for example WLB, job satisfaction and hierarchical responsibility were emphatically related with the reliant variable representative execution. Nidhi and Upasna (2017) analysed the work-life interface of double working parents and to distinguished culture specific factors identified to Work-life balance in the Indian context. The grounded hypothesis approach was embraced to lead the examination. Arzu and Orkide (2017) developed a size of work–life balance for Turkish working ladies and men and examined the interceding impact of work–life balance between work–family strife, family–work struggle, and life fulfillment. Rajni (2017) utilized topical examination through six subjects for example social need, individual need, time management, collaboration, remuneration and advantages, and work. And suggested that numerous employees give up their very own time remembering the true objectives to strike a harmony among work and life. Sathya and John (2017) meant to examine the dimension of work life balance among public sector bank representatives and investigate how it was influencing the business-related exercises of the bank workers. Chaitra et al. (2016) expressed that work duties negatively affected individual life of employees. The variables like extra time, travelling to work, gatherings and training after the work hours greatly affected the work life equalization of the employees. Lopamudra (2016) conducted a survey among the representatives of an IT organizations in Bhubaneswar and found no noteworthy contrasts among the workers of different experience classes towards the work-life balance rehearses, however, in age-wise responses of the workers, there exists a huge distinction towards the practices on the factors, to be specific, fun at work and support to

profession. Roberta (2015) assessed the degree of the effect of the retreat and of the grimness measure that were acquainted as a mean with locating the difficulties of financial crisis on work life balance approaches in UK. Alison and Rosalie (2015) showed that when all is said in done, numerous individuals announced encountering poor work-life balance yet not for absence of needing it hence, businesses and representative's alike ought to think about what is most imperative for accomplishing the sound equalization. Shobitha and Sudarsan (2014) expressed that Individual impression of high Work life balance (WLB) and a feeling of prosperity among employees has turned on to be basic for any association so as to guarantee improved execution effectiveness especially in the period of profoundly aggressive business condition. Paula et al. (2014) affirmed that the new proportion of work–life balance exhibited vigorous psychometric properties and anticipated important standard factors with the assistance of heterogeneous examples of labourers employed in Australia and New Zealand. Malgorzata (2013) led a study among the private division representatives of Ireland and found that the primary driver of work-family clashes were inordinate working hours and rigidity of work routine. It was perceived that business can enhance WLB by executing family-friendly accommodating activities for example flexi-time, a break in lieu, compacted working week, childcare bolster and eldercare bolster. Pattu et al. (2013) tossed light on the impacts of poor WLB and gave an inside and out information about the need of adjusting one's very own work life and individual life. Susan (2012) expressed that the components increased pressure, wear out, other health issues, stress from home and lack of self-awareness negatively affected work life balance. Sarah and Alwine (2012) utilized an expansive agent set of board information from German households to analyse the impact of working hours on employees' satisfaction for the examination. Paul and Latreilla (2011) considered the foundation and degree to which the representatives were educated of and were associated with, the improvement and execution of the different work-life balance course of action and techniques. Susi and Jawaharrani (2011) stated that larger part of HR experts (78%) felt worker commitment was imperative to business achievement. Worker commitment was progressively seen as a "win-win" strategy for organizations, representatives, and their networks and work life balance were essential for commitment and influence maintenance. Delecta (2011) stated to empower the capability of the working individuals to consider their point in view as far as work life balance and the officials to pick up another viewpoint so as to adapt to such issues. Katherine (2010) explicit Maslow's hierarchy order and McClelland's inspirational needs hypothesis offer some theoretical help with respect to why individuals endeavour to achieve a accomplish a solid work-life balance. And indicated that Millennials see work-life balance as essential to an individual's nature of work, work execution, moral leadership and long-term work fulfilment. Ioan and Patricia (2010) built up that work-life balance activities and practices can be considered as key human asset the board choices that can convert into enhanced individual and authoritative execution. Abigail and Susan (2009) completed an editorial work on "work-life balance" and concentrated on the issues of decision and limitations relating to it. Alexandra and Lesley's (2009) insights highlight the importance of considering the various dimensions through which work-life balance practices can influence organizational performance. By understanding and leveraging these potential benefits, businesses can create a supportive and flexible work environment that meets the diverse needs of their employees while enhancing overall organizational effectiveness. Thomas and Paula (2008) inspected six conceptualisations of work–life equalization found in the literature such as different jobs, value over various jobs, fulfilment between numerous jobs, satisfaction of job notability between various jobs, connection among strife and assistance and saw control between various jobs. Margaret (2008) gave a review of the key worker turnover literature within the hospitality and tourism industry. A theoretical and reasonable structure for industry was likewise given to create techniques to decreased worker turnover, with an attention on the job that adjusting work and family plays in

these procedures. Joseph and Dawn (2007) explained on how the meaning of work–family balance tended to the impediments of past conceptualizations and depicted zones for human asset development research and suggestions for utilizing work–family balance deliberately in executives' practice. Kristie at al. (2007) recommended that doctors can struggle with work–life equalization yet remain profoundly happy with their vocation. Burnout was a vital indicator of vocational fulfilment and command over schedule and work hours were the most imperative indicators of work–life balance and burnout. Helen et al. (2005) detailed the discoveries of three review led yearly from 1997 to 2000 with associations in Australia and investigated the range and use of WLB strategies in Australian associations and recognized the boundaries to those techniques. David (2002) exhibited a model plotting the causes, nature and outcomes of a worthy work life balance. Jeffrey et al. (2001) analysed the impact of apparent adaptability in the planning and area of work on work-family balance. And indicated that apparent activity adaptability was identified with enhanced work-family balance in the wake up of controlling for paid work hours, unpaid residential work hours, gender, marital status and work-related dimensions.

Romyna (2016) investigated the manner in which working moms adapt to home, work, family requests and additionally self-care. The difficulties talked about by the working women included were work plan, time limitations and weariness. They depended on emotionally supportive networks to satisfy their various jobs for example spouses, grandparents, family, collaborators, and managers. Vijayakumar et al. (2015) endeavoured to discover the expert and individual difficulties and enhancers for work life balance among working women through a review of 186 ladies working in the IT segment in India. It was discovered that most ladies favoured adaptable planning, steady companion, family and also a conducive environment at the workplace. Matheswaran and Hemalatha (2015) contemplated on work life parity of women representatives in public and private sector schools in Tiruvllur region. It was found that public sector teaches took more of official work to home and spent more time on self-development. On the contrary it was found that the private sector teachers worked for longer hours beyond their official working hours. Clare (2015) expressed that approach changes, actualized at European Union dimension, has been created to enhance the accessibility and nature of low maintenance occupations, however the confirmations from the UK demonstrated that little had changed in light of the restricted low maintenance choices accessible in profoundly talented employments, some very much qualified ladies bargained their vocations by swarming into lower-level low maintenance employments. Shobha (2014) created two models of work life balance, viz. job examination model and three factor model to empower working women settle the contention caused because of poor work life balance. These models furnish women with the system to strike a fine equalization and make them more astute, more advantageous and more joyful in each feature of their lives. Both the models expect more prominent importance for working women over the world as it encourages them settle the quandaries of dealing with their various jobs in the individual and expert lives. Suganya and Sasirekha (2014) examined on work life offset of women representatives with reference to BPO sectors in Chennai. And analysed the factors such as safety issues, gender discrimination and spousal violence faced by women. Anju (2014) inspected the distinction in women employee's observation about the effect of work life balance facilities on general execution among three sectors of Indian corporate sector i.e., manufacturing sector, service sector and IT sector. Delina and Prabhakara (2013) investigated the intense difficulties looked by working women and the elements influencing the work-life equalization of wedded working women. The instrument utilized by them was the manual on work– life equalization of The Industrial Society (presently the Work Foundation) by Daniels and McCarraher and it was discovered that the issues faced by the working ladies of Pondicherry as far as work-life balance were

very high. Krishna et al. (2010) proposed that women work outside the home by and large has a positive instead of negative impact on marriage. It was discovered that women with kids were altogether lower in word related duty in respect to women without kids and in opposition to desire, women with more younger kids outflanked women with older kids. (Sagar et al. 2013, Janet and Elizabeth 2005) argued that a 'generic female parent' was developed in connection to work– life balance and adaptable working yet they routinely keep up that gender had no effect inside the association. And expressed that the conclusion of the women must be taken into consideration while formulating policies in the organization.

2.1 Studies on Public Administration

Sonia (2016) communicated that public administration research can have a different view regarding the study of public leadership and furthermore featured public leadership grant's competitive advantage adding to the hypotheses about leadership. Jos and Kwang-Hoon (2011) examined the qualitative perceptions from Public Administration Review from 2000-2009 and found that there was a lofty ascent in the assessments of Public Management, associations between the professionals and academicians and responsiveness to quick social, monetary and political difficulties. Jos (2011) expressed that the eventual fate of Public Administration as a research rest with giving a comprehension of the intricate hierarchy, societal issues standing up to government employees and political officeholders and the officers then again should carry on the work dependent on the physical proof instead of the data. Kenneth and Alisa (2007) inspected the data of employee turnover proportion in the Public Administration Department in the US over a time of nine years and found that turnover was adversely related to performance for the association's essential objective.

2.2 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. One major drawback is the frequent switching of teams and job transfers. There are numerous articles on work life balance in general and women work life balance pertaining to gender equality, cross- cultural review, implications, comparative analysis etc. Few studies were done on women work life balance studying the relationship between WLB factors and 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 balance 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.

3.   Materials and Methods

The literature review for this research was conducted within the time frame of 2001-2018 (Nithya and Kiruthika, 2018). The research adopted a cross-sectional design to examine the impact of work-life balance on the respondents. To assess this impact, a questionnaire was developed, consisting of statements that measured how work-life balance affected the personal lives of the participants. The

survey was administered using purposive sampling, and multiple data collection methods were employed, including direct personal interviews, schedules distributed through enumerators, mailed questionnaires, and email responses, to gather the required data. By utilizing a cross-sectional approach and a diverse range of data collection methods, the research aimed to capture a comprehensive understanding of the relationship between work-life balance and its effects on personal lives. This methodology allowed for a broader exploration of the experiences and perceptions of the respondents, providing valuable insights into the subject matter.It is worth noting that the research design and data collection methods chosen for this study align with the objectives of examining the impact of work-life balance. The combination of different data collection techniques likely contributed to a more comprehensive dataset and a better understanding of the research topic.

The key respondents were middle and top-level administrators in public administration of state government (Tamil Nadu). 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 Tamil Nadu state government. 227 samples were collected out of 400 questionnaires given for data collection which constituted 68 percent of responses received.

Figure 1 Research Framework
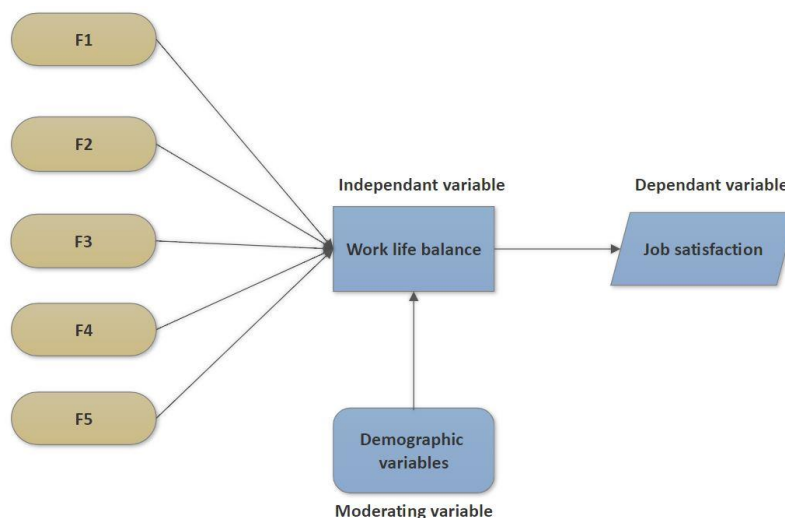
The research instrument used in this study was a questionnaire, which was designed to collect primary data. The questionnaire consisted of three sections. The first section gathered demographic information about the respondents. The second section included statements related to work-life balance, and the third section focused on elements of job satisfaction. The respondents were asked to rate the statements based on their agreement or disagreement, using a scale ranging from "strongly agree" to "strongly disagree." The purpose of the questionnaire was to assess the respondents' perceptions and experiences regarding work-life balance and its impact on job satisfaction. The study aimed to achieve several objectives. Firstly, it sought to identify the factors that contribute to the study of work-life balance among women administrators. Secondly, it aimed to determine the association between the respondents' profile and the factors influencing work-life balance and job satisfaction. Thirdly, the study aimed to measure the degree of relationship between the identified work-life balance factors. Lastly, it aimed to identify the most influential factor of work-life balance on job satisfaction.

To analyze the data and achieve the research objectives, the study employed various statistical tools. These included reliability analysis (Cronbach's alpha) to assess the internal consistency of the questionnaire, factor analysis to identify underlying factors or dimensions related to work-life balance, descriptive statistics to summarize and describe the data, one-way analysis of variance (ANOVA) to examine the differences between groups, correlation analysis to assess the relationships between variables, and regression analysis to explore the impact of work-life balance factors on job satisfaction.

By utilizing these tools of analysis, the study aimed to provide insights into the factors influencing work-life balance and their association with job satisfaction among women administrators. The use of various statistical techniques allowed for a comprehensive examination of the data and a deeper understanding of the research topic.

4. Analysis

4.1 Reliability

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

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 Balance	48	0.793	7	41	0.856
Job Satisfaction	9	0.812	2	7	0.879
n=1012					

To measure work life balance 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 number 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.

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

Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy are commonly used tests to assess the factorability of a correlation matrix. These tests help determine whether the data are suitable for factor analysis. In the present study, the results of Bartlett's test of sphericity indicated a significant value ($p<0.001$, $p=0.000$). This suggests that there is sufficient correlation among the variables in the matrix to proceed with factor analysis. A significant result implies that the variables are not completely independent and are suitable for further analysis.

The KMO measure of sampling adequacy is another important statistic used to assess whether the data are suitable for factor analysis. A value greater than 0.5 is generally considered acceptable. In this study, the KMO measure is reported as 0.646, which is above the threshold of 0.5. This indicates that the data have a sufficient degree of common variance among the variables, supporting the factorability of the matrix. Based on the significant result of Bartlett's test of sphericity and the KMO measure exceeding 0.5, it can be concluded that the data in the matrix are suitable for factor analysis. This provides confidence in proceeding with factor extraction and interpretation to identify underlying factors related to the concept of work-life balance and their impact on job satisfaction. Altman et al. (2006) suggests that they provide guidance on the criteria for determining factorability based on Bartlett's test of sphericity and the KMO measure.

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 Chi-square	1593.675
	Sig. value	0.000*
*Significant at zero level of significance		

4.3 Factor Analysis

Based on the results presented in Table-2, which indicate the significance of Bartlett's test of sphericity and a Kaiser-Meyer-Olkin (KMO) measure above 0.5, it is appropriate to proceed with factor analysis. This analysis aims to identify and explain the factors that impact the work-life balance of the respondents, as measured by the values of the statements. In previous studies conducted by Nithya (2013) and Nithya (2018), the statements were used to assess the effect of work-life balance on the respondents. These studies likely provided the foundation for selecting the statements for the factor analysis in the current study. The factor analysis in the present study resulted in the identification of five factors based on the respondents' perceptions. These factors represent underlying dimensions that explain the variation in work-life balance. Table-3 provides information on the factor loadings of the statements within their respective factors, as well as the Eigen value, percent of variance explained, cumulative percent of variance explained, and the communality values of the variables. The factor loadings indicate the strength of the relationship between each statement and its corresponding factor. The Eigen value represents the amount of variance explained by each factor. The percent of variance explained and cumulative percent of variance explained provide an understanding of the overall contribution of the factors in explaining the total variance in work-life balance. The communality values indicate the proportion of variance in each variable that can be explained by all the factors collectively. By examining the results presented in Table-3, researchers and readers can gain insights into the specific factors that influence work-life balance based on the perceptions of the respondents. These findings contribute to a deeper understanding of the multidimensional nature of work-life balance and its impact on individuals.

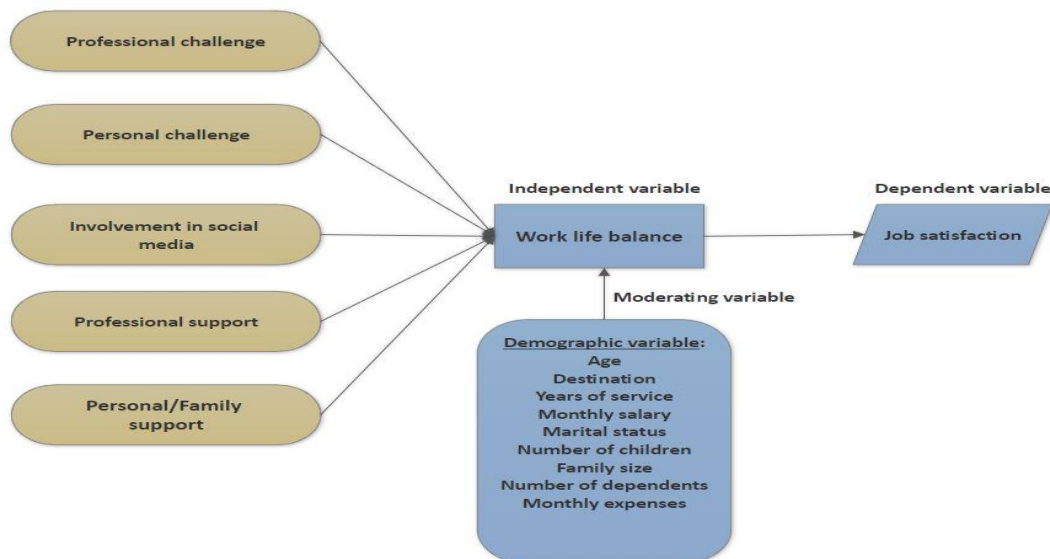Table-3 Communality and Factor Loading

Factor	Statement	Factor Loading	Communality	Eigen Values	Reliability	% of variance explained	Cumulative % of variance explained
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				
	Additional assignments	0.712	0.818				
	Unsupportive supervisors/superiors	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	2.810	0.813	14.049	42.426
	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				
	Time on social media does not affect my work life balance	0.713	0.967	1.768	0.793	8.841	55.268

Involvement in social media	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				
	Outbound or self-development programs	0.521	0.782				
	Insurance for employee and their family members	0.514	0.798				
Personal/ Family Support	Supportive family and friends	0.746	0.841	1.026	0.795	5.462	68.331
	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

Insert Figure: 2

Figure 2: Research Model with WLB Factors

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 explain 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 balance of the respondents followed by Personal Challenge and Involvement in social media. Thus, these factors majorly impact the work life balance of the respondents.

4.4 Descriptive Statistics

Descriptive statistics, as utilized by Faisal et al. (2011), played a crucial role in the analysis of the data collected through survey questionnaires. These statistics were employed to summarize and describe the collected data, providing insights into the impact of various factors on work-life balance. Specifically, the mean scores, standard deviation (SD), skewness, and kurtosis of the statements related to measuring the effect of work-life balance were computed and analyzed.

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

Source: Primary Data

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.

4.5 One-Way ANOVA

The five factors measuring the effect of work life balance of the respondents were taken to test whether there was any influence of the demographic profile of the respondents in affecting the work life balance. Keeping this as an objective, the data was collected and worked out for the testing of following hypothesis at 5% level of significance

4.6 Proposed Hypothesis:

H_1: There is association between the demographic profile of the respondent and their perception on professional challenge.

H_2: There is association between the years of service of the respondent and their perception on personal challenge.

H_3: There is association between the age of the respondent and their perception on involvement in social media.

H_4: There is association between the years of service of the respondent and their perception on professional support.

H₅: There is association between the no. of children of the respondent and their perception on personal/family support.

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

Table-4 One Way Anova

S. No	Profile Variables	F Statistics					
		Professional Challenge	Personal Challenge	Involvement in social media	Professional support	Personal /Family support	Job Satisfaction
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

4.5 Hypothesis Results

Table-5 Hypothesis Results

S. No	Profile Variables	F Statistics					
		Professional Challenge	Personal Challenge	Involvement in social media	Professional support	Personal /Family support	Job Satisfaction
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

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. For personal challenge the demographic profile was a critical criterion with exception to age and designation. The critical criterion for personal/family support were 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 profile and professional profile moderates in equal proportion.

4.6 Correlation Analysis

The five factors measuring the effect of work life balance were tested for the degree of relationship among them to find whether the fluctuations in one factor affects another. To identify this the factors were measured for Pearson correlation with respect to each other.

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

Source: Primary Data

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.

4.7 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:

$Y = a + b_1 x_1, b_2 x_2 + b_3 x_3 + b_4 x_4 + b_5 x_{5 +} b_6 x_6 + b_7 x_7 + e$

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 team

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*
	R^2	0.7832
	F Statistics	7.4508*

* Significant at 0.05 level

It is found that the R^2 > 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.

5. Findings

The present study identified five factors to measure the WLB of women administrators in public administration of state government. The factors were identified through exploratory factor analysis, viz., professional challenge, personal challenge, involvement in social media, professional support and family support. 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 balance. This shows 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. This shows that more than the support, challenges faced in the personal life and professional life makes a difference in WLB for a working woman. Further, social media

involvement has raised next to challenges in meeting the WLB of any working professionals. The descriptive statistics describes the higher level of acceptance for involvement in social media to meet the WLB. Next to this, personal factors of the administrators were rated more which indicates the expectation of women administrators in terms of personal challenges and family support to balance the in-equation between their work and life. In one-way ANOVA, it was found that, the demographic profile of the respondents has a significant impact on Job Satisfaction with exception to age, no. of children and family size. This may be because any change in the demographic profile like the designation, years of service, salary etc. may have a direct impact on Job Satisfaction and not the personal profiles like age and children. Also it has to be noticed that, people with considerable amount of experience has professional support than one with less years of service. Also, the involvement of social media varies with marital status and number of dependent members of family which supports the evidence of personal challenges for married women. In general, those who are married, with children, and a greater number of dependents, tend to face a lot of personal challenges. With respect to correlation analysis, it was understood that both Professional and Personal Challenges did not intercede with each other. This may be because both had different set of work or duties to be done. Also, it was found that Job Satisfaction is significantly positively correlated to WLB factors, conveying a message that WLB influences job satisfaction among women administrators. Regression analysis derived those professional challenges as the most influencing factor for job satisfaction followed by personal challenges. This gives a clear picture that challenges at work and family influences the job satisfaction of women administrators.

6. Suggestions

The study reveals that professional challenges play a vital role in measuring work-life balance (WLB) among women administrators. Organizations should acknowledge the significance of providing meaningful and engaging work to their employees, as it contributes to their overall WLB. The findings highlight the importance of personal challenges in influencing WLB for working women. Organizations should provide support systems, such as flexible working hours or family-friendly policies, to assist employees in managing their personal responsibilities and achieving a better work-life balance. The study indicates that involvement in social media has emerged as an influential factor in measuring WLB. Organizations should create awareness and educate employees about maintaining a healthy balance between social media activities and work-life commitments, as excessive usage can impact productivity and well-being. The study underscores the significance of both professional and family support in achieving WLB. Organizations should ensure that employees have access to adequate professional support, such as mentorship programs or training opportunities, as well as family-friendly policies that provide support for childcare and eldercare responsibilities. The study suggests that certain demographic profiles, such as designation, years of service, and salary, have a significant impact on job satisfaction. Organizations should consider these factors when designing policies and programs aimed at enhancing job satisfaction among women administrators. Married women with children and dependents face unique personal challenges. Organizations should implement initiatives that address the specific needs of married women, such as providing support for childcare, flexible work arrangements, and work-life integration programs. The study highlights a positive correlation between WLB factors and job satisfaction among women administrators. Employers should prioritize creating a conducive work environment that promotes WLB, as it can positively impact job satisfaction and overall employee well-being. The regression analysis indicates that professional challenges have the most significant influence on job satisfaction, followed by personal challenges. Organizations should focus on providing opportunities for growth, recognition,

and skill development to enhance job satisfaction among women administrators. Overall, these suggestions aim to promote a supportive work environment that considers the diverse needs and challenges faced by women administrators, leading to improved work-life balance and job satisfaction.

7. Limitations:

The limitation of this study lies in its technical sample size, which restricts the generalizability and predictive power of the findings. Therefore, it is important to exercise caution when applying the results to the broader population. Additionally, the use of a questionnaire method may have introduced the potential for respondents to provide false or biased information. The time constraints of the study prevented a comprehensive examination of all respondents, potentially limiting the breadth and depth of the research. Finally, as the study relied on self-report data, there is a possibility of personal bias influencing the responses.

8. Scope for Future Research:

Future research should aim to address these limitations and expand the scope of investigation. Firstly, it is recommended to extend the study to different sectors beyond the Public Administration sector to obtain a more comprehensive understanding of work-life balance factors. The topic of work-life balance remains highly relevant, and conducting similar research in different time periods to account for evolving government policies and organizational practices would provide valuable insights. Additionally, the impact of information and communication technology (ICT) in the workplace can be further explored. Further research should also examine the variation in work-life balance experiences across different regions of India. Additionally, investigating the effect of work-life balance on the health of women would contribute to a more holistic understanding of their well-being. Finally, exploring the impact of career development opportunities on women in the Public Administration sector would provide insights into their professional growth and overall work-life balance.

9. Conclusion

In conclusion, the findings of this study shed light on the factors influencing work-life balance (WLB) among women administrators in the public administration sector. The study identified five key factors, namely professional challenge, personal challenge, involvement in social media, professional support, and family support, that contribute to WLB. It is noteworthy that the involvement in social media has emerged as a significant factor, highlighting the changing landscape of work-life dynamics and the growing impact of digital platforms on individuals' lives. These findings suggest the need for organizations to recognize the importance of addressing both professional and personal challenges faced by women administrators, while also promoting a healthy balance between work and social media usage. To support women administrators in achieving better WLB, organizations should provide appropriate support systems, including flexible work arrangements, family-friendly policies, and mentoring programs. The study emphasizes the importance of professional challenge as a significant factor influencing job satisfaction, indicating the need for organizations to offer meaningful and engaging work opportunities that foster personal and professional growth. Furthermore, the correlation between WLB factors and job satisfaction underscores the interconnection between these two aspects, emphasizing the positive impact of a well-balanced work-life on overall job satisfaction among women administrators. By implementing the suggested recommendations, organizations can create an inclusive and supportive work environment that enables women administrators to effectively

manage their work and personal responsibilities, leading to higher job satisfaction and overall well-being.

Nowadays we see women working in practically a wide variety of professions showing that there is no gender-oriented distinction in work. Truth be told, numerous associations state that women are assuming an imperative job in uplifting the association. This is a positive advancement that women are making their presence in various walks of life. Additionally, they have another background to manage, which is home and personal life. The analyses of women work life balance illustrated in this research, is an attempt to understand the work life balance factors that has an impact on job satisfaction. In the Indian scenario, women remain basically in charge of their family and profession is seldom given top priority. This study has uncovered that professional challenge and personal challenge are the prime components influencing work life balance of working women. As an outcome, women experience the ill 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 balance. 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.

10. Declaration:

10.1 Author's contribution: The present work is a genuine effort of the authors mentioned in the manuscript with mutual involvement in all the phases of the study.

10.2 Conflict of Interest: There is no conflict of interest with the current work.

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