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## An Overview of Work Life Balance of Employees Across the Sectors – with Reference to Indian Context

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### Abstract

*Work is an integral part of our everyday life, as it is our livelihood or career. Working community tend to spend twelve hours daily in the work place, that is one third of their entire life. As an outcome, it does influence the overall quality of our life. Understanding the importance of the work, successful organizations have taken initiatives to support and provide facilities to their employees to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and personal life of every employee in the organization. In an increasing competitive environment, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives. Even though, it is difficult to separate home and work life, it has been an integral part of a day to day life. The current study, being a review, adopted the desk research methodology. This approach involves the collection of relevant information from existing resources in the internet and the library. Specifically, online journal articles, hard-copy journal articles, text-books and other periodicals were consulted for the relevant secondary information used in this study. This approach is considered appropriate bearing in mind the large volumes of studies which have already been carried out on the areas covering employees' work life balance. The Authors strongly believe that this article will help the researchers and others to understand in depth about the employees work life balance across the sectors.*

**Keywords:** Employees - Work Life Balance - Across the sectors.

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### Introduction

In today's fast and every changing competitive business world, it is still considered that human resources play a vital role in rolling the wheels of business activities. In India it is evidently visible that there is tremendous changes happening in the way the human resources are utilized across all the sectors as an outcome of globalization. Having said that human resources are one of integral part for any business organization, the way the employees used to work has changed from the usual conventional ways in most of the sectors. As an impact of change in the usual working pattern and other concerns relating to it, there comes is a pressure that affects the balance between employees professional life towards his or her personal life. The Authors strongly believe that this article will help the researchers and others to understand in depth about the employees work life balance across the sectors in depth.

### Methodology Adopted for the Study

The current study, being a review, adopted the

desk research methodology. This approach involves the collection of relevant information from existing resources in the internet and the library. Specifically, online journal articles, hard-copy journal articles, text-books and other periodicals were consulted for the relevant secondary information used in this study. This approach is considered appropriate bearing in mind the large volumes of studies which have already been carried out on the areas covering employees' work life balance.

### Reviews on Employees' Work Life Balance

S. Sunil and Dr. S. Asokkumar (2012) have carried out a research on the topic "Perceiving Work-Life Balance of Employees in Tamil nadu Magnesite limited, India". The researchers have carried out descriptive research for the study. The population size for the study was found to be 642 and 150 samples were taken for the study by adopting probability random sampling method. Primary data was collected through questionnaire from current employees and managers in the organization by the researchers. Non-parametric test chi square is applied to know whether there is relationship between work experience and time spend at work. Major finding of the study were found to be that the respondents undergo Hypertension due to mismatch of WLB. Employees often miss out quality of time with their family and friends because of pressure of work. Employees tend to

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balance their work and family commitments by getting support from colleagues at work. The major suggestions derived by the researchers in order to develop their managerial competencies like pro-active, self-esteem, etc to manage their personal and professional life with proper balance are as follows: Sessions can be carried out on Emotional Intelligence, Stress Management, and managerial competencies for the well-being of workers. Experienced workers can share their experiences to the fresh candidates in discussions, and sessions. Filing work, database maintenance, calendar maintenance can be delegated to trainees or separate low level employees can be appointed for the work. Change management can be taught practically to the fresh workers newly appointed because they experience a new changing environment in their organization after completion of their studies. Finally the researchers conclude by stating that the analysis reveals that maximum number of workers person al life isbalanced with their professional life in Tamilnadu Magnesite Ltd. But there is a slight number of workers striving hard to balance their work and life. The workers may experience in other organizations that strive hard to come up with culture, environment, rules and regulations. This can be handled by providing them a very friendly environment while giving them training. Judging from the experience of the Western countries, flexible work arrangements will become an important element of companies' HR strategy as work-life balance becomes a rising concern of the workforce, especially among the new generation of better educated and mobile employees.

Dr.T.G.Vijaya and R.Hemamalini (2012) have carried out a research on the topic “ Impact of work life balance on organizational commitment among bank employees”. The researchers have used quantitative survey method to collect the data. Few private sector Banks were taken for survey. The researcher distributed the 85 questionnaire personally to the employees at bank, out of which only 56 were found to be valid usable at the response rate of 65%. Questionnaire packets included measures of organizational commitment and work life balance. The participant's belong to various designations of the bank performing different roles. For the study the researchers have carried out two parameters namely Organizational Commitment and Work life Balance of the employees. Under the Organizational Commitment factors like affective commitment, continuance commitment and normative commitment were studied. Under the Work life Balance of the employees factors like Work to family conflict, Family to work conflict, Work family enrichment, Family work enrichment, Work satisfaction and Family satisfaction were studied. For the study the researchers have used correlation and regression analysis for analysing the data. The major findings of the study were found to be that there exist a positive correlation between affective commitment, continuance commitment, normative commitment and work life balance variables. The hypothesis was also substantiated with significant relation between

organizational commitment and work life balance. Finally the researchers conclude by stating that in organizations and on the home front, the challenge of work life balance is rising to the top of many employers' and employees' consciousness. In today's fast-paced society human resources professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. The achievement of better work life balance can yield dividends for employers in terms of having a more motivated, productive and less stressed workforce that feels valued; attracting a wider range of candidates, such as older part-time workers and careers; increased productivity and reduced absenteeism; gaining the reputation of being an employer of choice; retaining valued employees; achieving reduced costs; and maximizing available labour. Human resource professionals can help their companies to capitalize on these factors by using work life initiatives to gain a competitive advantage.

Revati C Deshpande, DaminiJadhav andShanty Oomen(2012) have conducted a research on the topic “Work Life Balance and Stress Management of the Employees working in Public and Private Sector Banks of Gujarat state specifically in Ahmedabad and Gandhinagar region in India”. The study has been carried out by the researchers in order to analyse the factors affecting work-life balance and also to find the impact of family life on work life and work life on family life and whether there is a relation between work life balance and stress in employees of selected public and private banks in Gujarat specifically to Ahmedabad and Gandhinagar region in India. The study was carried out in the selected private sector banks like are ICICI Bank, HDFC Bank, Axis Bank, KarurVysya Bank, City union Bank and under the public sectors banks like Bank of India, Bank of Maharashtra, and Central Bank of India, State Bank of India, Corporation Bank were taken for the study. The primary data were collected with the help of self - administered questionnaire. The researchers have made use of Anova and Chi Square test to analyse the data. The major outcome of the study was found to be that the research results showed stress turns out to be ultimate cause for imbalance in work life balance which ultimately deteriorates the Quality of work life, if some sorts of stress reliving sessions, counselling sessions or work motivations are provided to Bank employees then their stress level will comparatively become lower improving their Work life balance. Balance between family and work life has resulted more for Public banks in Ahmedabad & Gandhinagar city rather than in private banks, when it came to the question of factor affecting work life balance it can be revealed that deadline pressure is at higher position than any other causes. Finally the researchers conclude by stating that employees of Public banks have less stress and got more support from family as compared to private and are able to balance their work life balance better than the

employees in private sector.

Dr.C.MChitale and Deepitilele (2012) have conducted a study on the topic “Employees Perception on Quality of Work Life in Police Department with special reference to Pune Police”. The researchers have collected the data by means of unstructured interviews from 50 respondents from five different police stations in Pune area. The researchers have carried out adopted an exploratory study and stratified simple random method has been adopted for the study. As the outcome of the study the researchers have identified certain factors that affects the quality of work life in the police department are as follows :lack of communication, lack of support from supervisor, lack of trust ,pay package, adequate and fair treatment, physical and working condition , difference in between duties assigned to the post & actual work, shortage of manpower, transfer nearby police station, and finally lack of cooperation from public. The researchers conclude by stating that Police department has to support and provide facilities to their people to help them to balance the scales. In this process, Police department is coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like Pune VidyarthiAbhiyan(Interaction of police with students i.e. Society), eight hours duty, various types of training to their junior level employees computer training to old employees etc., are being adopted by the department. Technological advances further help the department to implement these programs successfully.

K.Gunasundari and M.Muthumani (2013) have conducted a study on the topic “Quality of Work Life – a constructive link to work and non- work life balance of employees in Coimbatore IT sector”. In this study the researcher used Descriptive research design. The structured questionnaire is constructed to collect data from the respondents. The primary data is collect from questionnaire through face to face contact. The study covers the employees, those who are all working in IT industry and sample size 130 respondents were selected based on convenience sampling method out of total population. For the study the researchers have used tools like Simple percentage, Chi-square test & Correlation. The study was conducted for period of six months. The major outcome of the study are, there is a significant relationship between demographic variables and able to manage work and Non-work life balance. there is a positive correlation between Working environment and infrastructure, Conduct seminar, conference to facilitate employee learning and development and recognize your own capabilities, Salary package& Able to manage work and family& Innovative ideas are being appreciate by the management& Motivated by superiors. The authors concludes by stating that most of the respondents feel that their companies utilize their skills and abilities to some extend only and the overall quality can be improved by paying attention towards job security and growth opportunity towards its employees.

K Nireekshan Singh Gowgi and Dr. TBBSV Ramanaiah (2014) have conducted a study on the topic “A study on “Work Life Balance among Information Technology (IT) employees”. The purpose of the study was to measure and understand the WLB of employees of IT sector in Bangalore. Three IT companies based in Bangalore had accorded permission, out of a total of 15 companies approached, to carry out the study. One hundred employees who fulfilled the following inclusion criteria from among three IT companies each with a workforce of above 500 were chosen by adopting simple random sampling method. 1. Those employees who have put-in minimum two years’ experience in the same organization. 2. Those employees who are on permanent rolls in the cadre of executive. The WLB Scale, developed by Pareek and Purohit (2010), along with a demographic profile format was distributed to employees who fulfilled the above mentioned criteria. The demographic profile includes information with regard to age, gender, educational qualification, professional experience, marital status, type of residence (own or rented), mode of conveyance and distance between the organization and residence. The WLB Scale was administered as a questionnaire by providing needed guidelines for its administration. This scale consists of 36 items and each with five alternate responses. While some items are negative, others are positive in conveying the response. The scale covers six different dimensions/issues that include Social Needs (SN), Personal Needs (PN), Time Management (TM), Team Work (TW), Compensation and Benefits (CB) and Work (WO). The score ranges from zero to 100. Higher score indicates greater level of WLB. Pre-testing was done before administering/distributing the questionnaire, and on the basis of results of pre-testing suitable modifications are made in the demographic profile. The scale is found to be appropriate for the subjects under study. When it comes to other issues of work/life balance - such as Social Needs, Time Management, Team Work, Compensation and Benefit and Work - all employees experience positive level of work/life balance. Most employees of IT sector are aware of the importance of proper balance between work and home. They manage their time without disturbing the work or home activities. Finally the researchers conclude by stating that many IT organizations have programmes to reduce the negative effect of work/life balance imbalance. Through training programmes, IT organizations are striving hard to sensitize their workforce about the importance of balancing professional and personal life. Different work/life balance strategies/programmes have been planned and implemented in IT organizations in Bangalore.

Milind A. Peshaveand Dr.Rajashree Gujarathi (2014) have conducted a study on the topic “An Analysis of Work-Life Balance (WLB) Situation of Employees and its Impact on Employee Productivity with Special Reference to the Indian Hotel Industry”. The study was carried out by the researchers where the

population being “employees of hotels” is more of less homogeneous in nature since the characteristics and service conditions of the industry are almost similar in nature throughout the population. With due consideration to this fact, a sample comprising of 200 employees representing various hotels from five star to serviced apartments was selected on random basis to conduct the study. The primary data required for the research was collected using the following techniques:

- Personal Interviews: The researcher conducted personal interviews with employees and Human Resource managers of reputed hotel brands to explore the WLB situation in their organization.
- Questionnaire: A questionnaire bearing straight forward and relevant questions was drafted and handed over to the sample to obtain their responses. The researchers throw light on the areas of Work-life balance situation in the hotel industry: The hospitality industry is characterized with long working hours in different shifts, hard work, unpredictable weekly offs etc. Thus the employees have a poor WLB with negligible social life. The average working hours of the hotel employees is 12-14 hours during which they are expected to be on their feet almost all the time. Moreover, due to seasonal variations in the business, the hotels operate with meagre staff so as to keep the labour cost low especially during the off-peak season thereby increasing the work load and work timings of the existing employees. The operations in hotels are very dynamic and unpredictable in nature many a times to cope up with the same, employees have to work on their scheduled day offs at the cost of their plans with their families on such days. It is a known fact that during festive seasons the hotel business is in boom Thus the employees are expected to be on their toes while their families are enjoying the festivals without them. Although, the industry has started realizing this fact, it has not been able to find a solution on the same. With a motive to lower the gravity of this problem, hotels have initiated the following measures:
  - Additional Leaves / Holidays / Weekly offs
  - Employee Leisure Clubs / Family Get together
  - Fixed number of working hours per day.
 The findings of the research carried out by the researchers are concluded as under:
  1. Long and strenuous working hours and shortage of manpower are the major factors responsible for poor WLB amongst hotel employees.
  2. Scheduling conflicts and pressure of multiple roles are the major components of poor WLB of hotel employees.
  3. The hotel industry is concerned about the issue related to WLB of its employees; however, the measures taken to improve the situation are not very effective.
  4. Employment practices pertaining to areas of WLB are rated as second most important on the basis of its ability to enhance employee productivity in hotels.
  5. Employees belonging to the ‘Manager’ category feel that Employee leisure clubs and family get-togethers are the most effective measures to improve WLB that would lead to better employee productivity.
  6. Employees belonging to the ‘Associate’ category feel that additional leaves / holidays / weekly

offs and fixed number of working hours are the most effective measures to improve WLB that would lead to better employee productivity.

Meenatchi S, Syed Nasrudeen Moulana S and Sharmila R (2016) have conducted a study on the topic “Analysis of work life balance of the employees in the medical field at Karaikal”. For the study the researchers have adopted descriptive research. Population covers 250 employees working in Office of Deputy Director (Immunization). The research has taken 110 samples from the total population. The primary data was collected through questionnaire methods using convenient sampling method. The collected data has been analysed with Statistical tools like Percentage Analysis, Chi-square test, Correlation coefficient and ANOVA test. The major findings of the study were found to be that there is an association between age and way of managing stress. There is a positive relationship between level of work-life balance and strategies used for balancing work and life. There is no association between experience and positive approach of work and family. Finally the researchers conclude by stating that the work-life balance of employees; the research findings have given enthusiastic responses from all the side, because nearly all the employees are satisfied with their work-life balance strategies. Moreover the research findings have specified understanding about employees feeling regarding working hours level of work-life balance and job satisfaction. The study validate at a proper work-life balance will provide job satisfaction of employees.

Ms. N. Sheethal and Prof. J. Katyayani (2016) have published an article on the topic “A study on Work Life Balance of Women Employees”. The Study has identified several variables that influence the level of Work Life Balance of Women Employees Variables such as the size of family, the age of children, the work hours and the level of social support impact the experience of WFC (*work-family conflict*) and FWC (*Family-work conflict*). However, these variables have been conceptualized as antecedents of WFC and FWC; it is also important to consider the consequences these variables have on psychological distress and wellbeing of the working women. This paper attempts to identify key factors and challenges that feel overwhelmed to the female by continuous pressure derived from the high expectations of the job. Certain suggestions that can brought out are as follows: Flex the time Flex-time arrangements are a broad category of work-life balance options that focus on the element of time: days, hours, start time and end time of the work. It includes: Alternative work schedules Employees work a full day but can vary the start and end of the workday within defined guidelines. Compressed workweek Employees work the full number of hours in their regularity scheduled workweek or cycle, but these hours are compressed into fewer days. For examples, an employee adding a certain number of minutes to each workday receives every third Friday off. Voluntary part-time/reduced hour's Voluntary part-time or reduced



hours means employees choose to work less than full-time on a company's regular payroll. These arrangements may be temporary or permanent or may be set to accommodate the personal needs of employees. Phased-in retirement Individuals retire gradually by reducing their hours over a period of time, often years, prior to retirement. The benefit is usually reserved for long service employees and is being negotiated in an increasing number of collective agreements. Plans can take many forms, including company paid, employee-paid or partial pension options. The authors conclude by stating that the work-life balance strategy offers a variety of means to reduce stress levels and increase job satisfaction in the employee while enhancing business benefits for the employer. In our increasingly hectic world, the work-life strategy seeks to find a balance between work and play. A sentence that brings the idea of work life balance to the point is: "Work to live. Don't live to work."

Ms.Subhadra P.S and Dr.Kadacol A.M (2016) have conducted a study on the topic "influence of work factors on work life balance among the bank employees; a study with special reference to public sector banks in Shimoga district, Karnataka". The researchers have adopted the following with respect to research methodology: The nature of research was exploratory as well as diagnostic because the study was aimed at exploring the impact of work environment on the quality of work life of employees. Sampling technique used for the study was simple random sampling. Keeping in mind that a large population would involve a great deal of time and considerable amount of resources to be expensed, to facilitate analysis a sample survey is preferred. In a sample survey only a unit of the entire population is selected for analysis and sample interpretations are generalized into population characteristics. A total number of 100employees were selected to elicit the data required for the study. The data collection has been through two techniques. The primary data has been collected through questionnaires which were administered to employees and personally filled by them. The research used non-parametric test (Chi-square Test). Chi-square test is a measure based on cross-tabulation that gives us a standard to evaluate the significance of bivariate relationships. The major findings of the study were that the data analysis reveals that there exists that that the work environment has a significant impact on the work life balance of employees in the work place. Further it may be stated that most of the employees are satisfied with the work load they are assigned by the organisation. Both male and female employees express the same opinion. Finally the researchers conclude by suggesting that in order to enhance the work life balance the banks may introduce more and more initiatives such as counselling, & special mentoring programmes, also con the job facilities. They may alsorespond to the customized needs of the people.

Dr. S. Kamalaveni and B. Suganya(2017) have conducted a study on the topic "A Study of Work Life

Balance of Women Employees with Reference to Garment Sectors in Tirupur". The researchers have carried out a descriptive study type of research service. Survey method was adopted by the researchers in order to collect the primary data via questionnaire. Research tools like percentage analysis, Chi square and ranking was utilized to analyse the data. The major outcomes of the study are as follows: it was found that women employees are mostly dissatisfied with the maternity leave provided by the company. Many of organization are not providing maternity leave to the women employees. It has been found that most of the companies were helpful to manage the work life balance of women employees in organization. Mostly the women employees are satisfied with the separate policies provided by the organization to balance their work life. Finally the researchers conclude by stating that women employees are able to balance their work life and personal life. To achieve work life balance women should plan her professional and personal schedules well so that both are equally balanced and satisfied.

Dr. M. Murali Krishnan and Dr. V. Abirami(2017) have conducted a research on the topic "Quality of Work Life among Employees in Textile Industry with Reference to Coimbatore District". The research design used for the purpose of the study was descriptive research design. Descriptive research designis concerned with the research studies with a focus on the portrayal of the characteristics of a group or individual or a situation. The universe constituted the various departments includes marketing, product sales, service, quality assurance, customer care, accounts and administration and finance department. The total numbers of employees of the above mentioned departments were found to be 200. For the study the researchers have selected 183 respondents from the Textiles Industry in Coimbatore city. The researchers have adopted for the sample design was found to be Non-Probability and Convenience sampling method. Data were collected by using structured questionnaire. Research tools like percentage analysis, Chi square and ranking was utilized to analyse the data. The major suggestions out the study suggested by the researchers are as follows: The management should introduce more monetary benefits such as increase in salary, incentives, bonus etc this is essential motivational measure. The communication channel followed can be improved by bringing in more cooperation to the employees. More training and development programmes can be arranged for managerial staff's consultation with eminent human resource consultants to be arranged. Advanced training and employee development programmes to be arranged the development of the employee and the quality of work life. The superiors should give more considerations to the staffs and employees opinion. They should be given active participation in decision making process of the management. It will motivate the employees and a sense of belongingness will be developed to them towards the company, thus enhancing the quality of work life.

C. Karpagham and Dr. R. Magesh (2017) have conducted a study on the topic “Work Life Balance of Employees Working in Organized Manufacturing Sector: A Study with specific reference to Chennai, Tamil Nadu, India”. The researchers collected the primary data via self-structured questionnaire. The researchers have collected the data, where the sample size was found to be 173 respondents from a population size of 1300. The respondents were chosen by Simple Random Sampling. The following statistical tools have been used by the researchers for computation of data: Frequency Distribution Chi Square, One Way ANOVA, Rank Correlation, and Diagrammatic Representation. The major findings of the study were as follows: Among the various factors that affect work-life balance of employees, it was evident that employees were affected by working hours the most. The other factors like need to work on holiday, work from home after office hours, and travelling away from home moderately affected the WLB and negative attitude of spouse / family affected the least. It was observed that employees felt that if they were offered flexible working hours, paid time offs to spend with their family as well as flexibility in their working time like starting time, finishing time and total working hours, these would help them in achieving work-life balance. It was inferred that the male employees had a better work-life balance when compared to their female counterparts. Finally the researchers conclude by stating the following: Effective utility of time Being aware of the and needs and wants, work while work and play while you play, do not hesitate to seek help, Do not bite more than you can chew, Take advantage technology, flexibility in working hours, appropriate training from time to time and constant and continuous monitoring by various methods for a fool-proof outcome.

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