Work-Life Balance among Street Vendors in Puducherry

SANKAR R

(Research Assistant, Department of Management Studies, Pondicherry University Community College, Lawspet, Puducherry – 605008)

Abstract: Work life balance is the maintenance of optimum balance amid the work and the personal life of the working individuals. Main focus of this study is to concentrate on the work life balance among the 250 street vendors in Puducherry. Study adopted the case studies method of data collection. Through the unstructured interviews the study identified the constructs such as work life conflict, Children's education, dependents care, business income, respondents' well-being, hazards due to the business, working hours, business pressure, family support and work life satisfaction. Among these factors, work life conflict is highest inducing construct of work life balance as it is reported by over 44 respondents, while work life satisfaction is the least inducing factor as it is influenced by 13 interviewees. Suggestions such as the supportive family and subsidies from the government to eradicate the work life conflict and in turn to improve their work life balance has been provided.

Keywords: Work Life Balance, Street Vendors, Work Life Conflict, Case Studies, Work Life Satisfaction

I. INTRODUCTION

Work life balance refers to the maintaining the balance between the work and the personal life of the workers. Work life balance is influenced by many factors. Among such factors and the constructs, it is subject to be vary from individuals to individuals depending upon various factors. Work life balance has already been investigated by the many authors and the researchers. But they all failed to study about the work life management of the street vendors andsince, there is an absence of studies on studying the work life balance among the street vendors, this study has been undertaken.

II. REVIEW OF LITERATURE

Mark Tausig and Rudy Fenwick (2001) found that the educated youngsters suffers from work life imbalance. Tait D. Shanafelt *et al.,* (2015) discovered significant differences among the burnout and contentment with the work life balance among the physicians. Fiona Moore (2007) identified that the workers of a company are easily able to achieve their work life balance than that of the managers in the company. Helen Lingard *et al.,* (2007) found that the flexible working hours improves the work life balance of the employees working in building construction organizations.

Michael White *et al.,* (2003) found that there is a conflict among the work performance of the workers and with that of the work life management practices prevailing in the organization. Barbara Beham and Sonja Drobnic (2009) discovered that the expectations from the organization, job demands and insecurity are inversely related with the work family balance. Fehmidah Munir *et al.,* (2011) suggested that the transformational leadership upsurges the work life balance thoughts and well-being of the employees. Jeffrey H. Greenhaus *et al.,* (2003) found that those workers spending more time on the family experienced higher quality of life than others. Michael R, Frone *et al.,* (1992) found that there are no gender differences with that of the work life balance. E. Jeffrey Hill, *et al.,* (2001) projected that the expected job flexibility is positively associated with the work life balance. Samuel Aryee, *et al.,* (2005) discovered that gender is related to the dimensions of the work life balance. Kristie Keeton., *et al.,* (2007) found that both the men and women are moderately satisfied with their work life balance. Dianne Perrons (2003) revealed that there are gender differences between the male and the female workers employed in media industry.

Rupashree Baral and Shivganesh Bhargava (2009) discovered that the job characters are related with the outcomes of the particular job positively. Flora, F.T. Chiang, *et al.,* (2010) explored that reduced work life balance policies on the organization paved way for the higher level of stress. Alma McCarthy, *et al.,* (2010) discovered that the work life balance programmes of the workers are induced by the work life balance ideas and attitudes of the line managers. Stewart Forsyth and Andrea Polzer-Debruyne (2007) found that stress has a negative impact on the work life balance.

Anja Abendroth and Laura den Dulk (2011) found the support and the emotions of the family has a stronger effect on the contentment of the work life balance. Eileen Drew and Eamonn M. Murtargh (2005) stated that the long working hours are the strongest hindrance in achieving the work life balance of the working individuals. Karen S. Lyness and Michael K. Judiesch (2008) discovered that the ratings of the work life balance are optimistically associated with the women involved in the higher eagilitarian cultures and with that of the male workers with the lower level of eagilitarian cultures.

Simon Chak-Keung Wong and Annie Ko (2009) found that the workers-centred program is the stronger cause responsible for the implementation of the stronger work life balance program. Jennifer Smith and Dianne Gardener (2007) projected that the female and the female and the young employees utilized the work life balance initiatives of the organization. Valerie J. Morganson., et al., (2009) found that the office goers and the home based workers are having high levels of work life balance. Karen J. Crooker, et al., (2016) identified that there is a significant difference amid the life complexity and the work life balance. Colette Darcy, et al., (2012) found that there is a difference between the different career stages and with that of the work life balance.

Joanna Pryce, et al., (2006) discovered that the nurses in the intervention group has more work life balance. Lieke L. Ten Brummelhuis and Tanja Van Der Lippe (2010) showed that the job performance is increased by the work-family culture of the parents as compared to that of the singles. Fionna Moore (2007) stated that the managers are having better work life balance as compared to that of the workers. Pascale Peters et al., (2009) found that the workers engaged in work from home and part time work giving employers has no better work life balance. Sumaira Rehman and Muhammad Azam Roomi (2012) revealed that work life balance is the major inducer for starting businesses among the women businesspersons in Pakistan. Khairunneezam Mohd Noor (2011) found that the work life balance gratification is negatively related with the turnover intentions among the Malaysian academicians.

Christine J. Syrek, et al., (2013) discovered the transformational leadership mediated the relationship between the time pressure and the work life balance. That is, the time pressure has reduced impact on the work life balance of the workers. P.J. Schluter, et al., (2011) found that the work life balance has a significant difference among the nurses and midwives. Caroline Straub (2007) identified the differences between the work life balance and the women participation in the work force. Jan Currie and Joan Eveline (2010) found that the technology has a positive relationship with that of the work life balance.

Yuchun Xiao and Fang Lee Cooke (2012) found that the work life conflict is significantly differed between the workers of china and those in the western countries. Meghna Virick, et al., (2007) discovered that the role overload is inversely connected with the work life balance. Carrie A. Bulger, et al., (2007) revealed a positive relationship between the boundary management practices and work life balance. Sakthivel Rani, et al., (2011) found that work life balance mediated the relationship between the job tasks and the contentment of the workers. Barbara Hobson, et al., (2011) found that the parents in Hungary are having significant differences with their work life balance levels.

Amanda S. Bell, et al., (2012) revealed that job stress is a strongest predictor of the work life balance. Ivana Bacik and Eileen Drew (2006) found that due to the extended working hours are the major reasons responsible for the lack of work life balance among the women lawyers. Hye Kyoung Kim (2014) found that the work life balance upsurges the commitment and in turn the performance of the workers. Daniel Wheatley (2011) found that there is a conflict between the work and the personal life of the workers.

Research gap

As there are numerous studies with the focus of the work life balance as the major theme such as those done by the authors and the researchers such as Marjan J. Gorgievski, et al., (2011); Karyan A. Loscocco (2002) and A. Pandu and Sankar, R., et al., (2018) all concentrated on those self-employed and doing business, but they all failed to study about that relationship among the street vendors in particular via case studies. Henceforth, for this purpose the present study has been undertaken by assessing the work life balance of the street vendors employed in Puducherry region.

III. OBJECTIVE OF THE STUDY

The main objective of the study is to identify the major factors inducing the work life balance among the street vendors in Puducherry. The ancillary objective of the study is to assess such relationship among the factors influencing the level of work life balance with that of the work life balance. In addition to these, the suggestions for improving the work life balance has also been added up in this study.

Research Methodology

Data for the study has been gathered from over 250 street vendors in Puducherry through convenience sampling technique. Study used unstructured interview schedule for the purpose of collecting and analysing the data. The study adopted the case studies method for the purpose of analysing and interpreting the data. Simple percentage analysis has been used for measuring the factors influencing the work life balance. Descriptive analysis has been carried on for measuring the association amid the influencers with that of the work life balance.

Limitations of the study

Since, the study consists of those street vendors in Puducherry region with a sample size of 250 alone, the results of this study are subject to change when the sample size, settings and the sample region has been extended. The study conducted only unstructured interviews and presented the relationship between the influencers and the work life balance using the secondary data. The results are also subject to change if the empirical investigation has been conducted.

Defining work life balance

Work life balance has been already defined by many researchers and authors of this study area. Achievement of the various family, work and other demands of the workers is defined as the work life balance (Clark., 2000; Ungerson, *et al.,* 2005). The satisfaction arising from meetings such work and family demands are known as the work life balance (Greenhaus, *et al.,* 2003; Padma, S., *et al.,* 2013). In addition to the satisfaction received from the meeting the demands of different domains, the income received from such domains are work life balance (An Coppens, 2007).

IV. DATA ANALYSIS AND INTERPRETATION

Table 1: Frequency distribution among demographic and socio-economic profile of the 250 street vendors in Puducherry

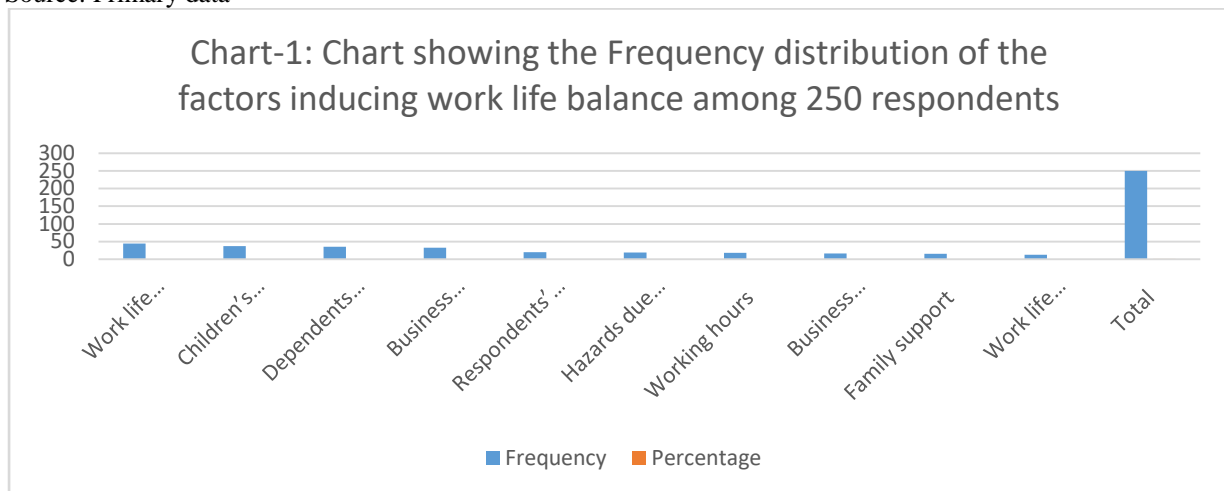| Factors	Frequency	Percentage
Age of the respondents		
21-30 years	67	26.8%
31-40 years	34	13.6%
41-50 years	56	22.4%
Above 50 years	93	37.2%
Total	250	100.0%
Gender		
Male	178	71.2%
Female	72	28.8%
Total	250	100.0%
Types of Street Vendors		
Fast food	75	30.0%
Vegetable sellers	34	13.6%
Flower sellers	69	27.6%
others	72	28.8%
Total	250	100.0%
Working hours in a day		
8 hours	69	27.6%
8-10 hours	74	29.6%
10-12 hours	35	14.0%
Above 12 hours	72	28.8%
Total	250	100.0%
Annual income of the respondents		
Upto Rs. 50,000	36	14.4%
Rs. 50,001-Rs.1,00,000	89	35.6%
Above Rs. 1,00,001	125	50.0%
Total	250	100.0%

Source: Primary data

The above table shows the frequency distribution among the demographic and the socio-economic profile of the respondents considered for the study. Considering the age group of the workers, 67 professionals (26.8%) are aged between 21-30 years, 34 business owners (13.6%) are aged between 31-40 years, 56 interviewees (22.4%) are aged between 41-50 years and 93 respondents (37.2%) are aged above 50 years. As far as the gender of the respondents are considered, 178 street vendors (71.2%) are male and the remaining 72 interviewees (28.8%) are females. Concerned with the types of street vendors, 75 business persons (30.0%) are dealing with fast food types of business, 34 respondents (13.6%) are the vegetable sellers, 69 interviewees (27.6%) are selling flowers and 72 respondents (28.8%) are involved in other types of businesses. Taking the working hours in a day factor into account, 69 interviewees (27.6%) are working for 8 hours a day, 74 respondents (29.6%) are working for 8-10 hours a day, 35 working individuals (14.0%) are working for 10-12 hours a day and the remaining 72 street vendors (28.8%) are working for above 12 hours a day. As far their annual income is considered, 36 street vendors (14.4%) are earning upto Rs. 50,000, 89 business owners (35.6%) are earning upto Rs. 50,000 – Rs. 1,00,000 and the remaining 125 respondents (50.0%) are earning upto above Rs. 1,00,000 annually.

Table 2: Frequency distribution and percentage analysis of factors inducing the work life balance among 250 street vendors

Factors	Frequency	Percentage
Work life conflict	44	17.6%
Children's education	37	14.8%
Dependents care	35	14.0%
Business income	33	13.2%
Respondents' well-being	20	8.0%
Hazards due to the business	19	7.6%
Working hours	18	7.2%
Business pressure	16	6.4%
Family support	15	6.0%
Work life satisfaction	13	5.2%
Total	250	100.0%

Source: Primary data

Chart-1: Chart showing the Frequency distribution of the factors inducing work life balance among 250 respondents

The above table and the chart clearly shows the frequency distribution of the factors inducing work life balance among 250 respondents. The study through the unstructured interview schedules conducted among the interviewees identified the constructs such as work life conflict, children's education, dependents care, business income, respondents' well-being, hazards due to the business, working hours, business pressure, family support and work life satisfaction as the influencers of the work life balance. Among such influencers of the work life balance, work life conflict is reported by over 44 respondents (17.6%) as the influencer, then children's education is being reported by 37 interviewees (14.8%), dependents care by 35 business owners (14.0%), business income by over 33 street vendors (13.2%), then the respondents' well-being by 20 respondents (8.0%), then by hazards due to the business by 19 business persons (7.6%), working hours by 18 working individuals (7.2%), business pressure by 16 employed persons (6.4%), family support by 15 respondents (6.0%) and work life satisfaction by 13 interviewees (5.2%).
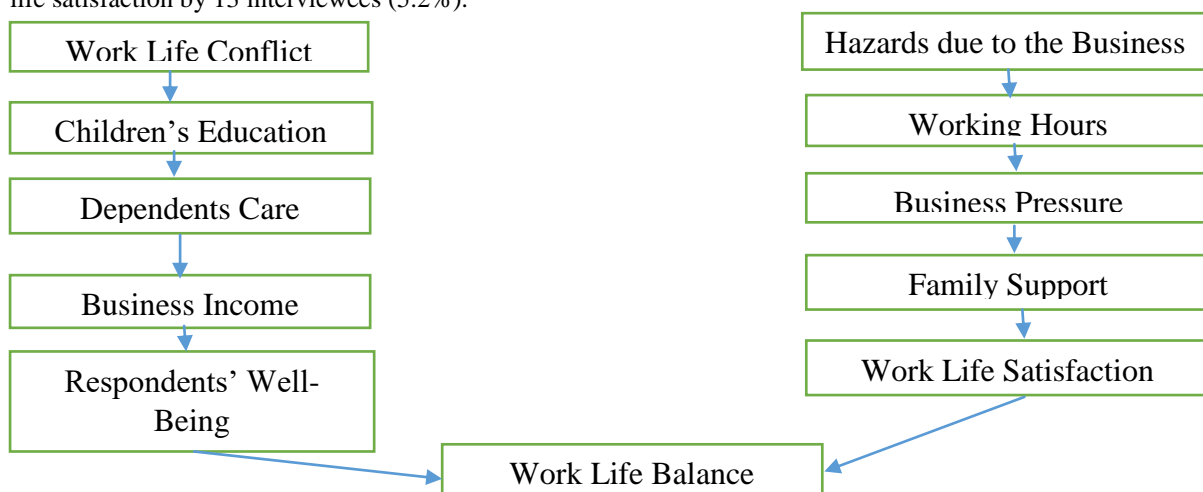

Figure 1: Diagrammatic representation of the factors influencing work life balance

Based upon the findings of the study, the influencers of the work life balance and their relationship with the work life balance has been further explained descriptively in this area. Such relationship between the above identified inducing factors with that of the work life balance has been explained above in the form of diagram a diagram.

Descriptive analysis

The relationship between the influencers and the work life balance has been analysed descriptively in this area. Such relationship has been assessed using the secondary data through the use of past reviews and literatures.

1. **Work life conflict and work life balance**

   Work life conflict refers to the conflict that arises between the work and the personal life of the working individuals. Work life conflict is significantly related with the work life balance (Munwari Padmanaban and S. Sampath Kumar, 2016). Such work life conflict is inversely related with the work life balance i.e., in other words, the work life conflict reduces work life balance (Reddy, N.K., *et al.,* 2010; Pleck, *et al.,* 1980; Maria, C.W. Peeters, *et al.,* 2005; Hall, *et al.,* 1994). Absence of such work life conflict improves the work life balance of the respondents. Such work life conflict and work life balance induces the work performance of the employees (Aqeel Ahmed Soomro, *et al.,* 2018).

2. **Children's education and work life balance**

   Children's education has been considered as the major driving force among the respondents that influences the work life balance. Children's educational expenditure plays a major role in the determination of the work life balance. Higher expenditure with regard to the education of the children reduces the work life balance of the respondents. This children's education factors in turn reduces the quality of life of the respondents (Pandu, A., 2018).

3. **Dependents care and work life balance**

   Dependents refers to those persons who depends upon the income earning individuals of the family members for their livelihood and the satisfaction of their demands. Family dependents has a stronger impact and a significant relationship on the work life balance of the working individuals (Pandu, A., *et al.,* 2013). Such family dependents reduces the work life balance of the respondents (A. Pandu and Sankar, R., 2018).

4. **Business income and work life balance**

   Income obtained from the business plays a major role in the determination of the work life balance among the respondents. Such income is significantly associated with the work life balance of the interviewees (V.Vijay Anand., *et al.,* 2016). Proper income improves the work life balance and in turn, the inadequate income reduces the work life balance of the interviewees.

5. **Respondents' well-being and work life balance**

   Well-being of the workers has a chief and a key role in the prediction of the work life balance. This well-being of the employed professionals is related with the work performance only when they have proper work life balance among them (Jose Aurelio Medina-Garrido, *et al.,* 2016). Absence of such work life balance ends up in the poor work life balance among the workers.

6. **Hazards due to the business and work life balance**

   Hazards in the business plays a major role in the prediction of the work life balance. Occupational injuries reduces the work life balance of the workers (Wirtz, A., *et al.,* 2011). Lack of such occupational injuries among the workers improves the level of the balance between the work and that of the family.

7. **Working hours and work life balance**

   Extended working hours reduces the work life balance of the working professionals is a common understanding prevailing among the researchers and other stakeholders of an organization. But, through the proper preplanned working schedule, flexible working hours, the work life balance of the employees arises (Sarah Holly and Alwine Mohnen, 2012; Sussanna Shagvaliyeva and Rashad Yazdanifard, 2014; Wirtz, A., *et al.,* 2011).

8. **Business pressure and work life balance**

   Work pressure reduces the work life balance of the working professionals (Vishwa Nath Maurya, *et al.,* 2015). Such work pressure could be reduced by the organization through providing work life balance programmes to their employees(D.S.R. Adikaram and Lakshmi V.K. Jayatilake, 2016) and in turn this programmes should be done by the state in case of the street vendors.By reducing the work pressure of the workers, their work life balance arises.

9. **Family Support and work life balance**

   Family support has a strong, positive and a significant relationship with that of the work life balance of the workers (S. Padma and M. Sudhir Reddy, 2013). In addition to the family support, the support from other forms such as organization for workers (Marcello Russo., *et al.,* 2015). Absence of such support from the family reduces their work life balance.

10. **Work life satisfaction and work life balance**

    Work and the life satisfaction positively influences the work life balance of the working individuals (Jarrod M. Haar., *et al.,* 2014). While, in turn this work life discontentment of the workers inversely and

negatively induces the work life balance. Henceforth, it could be stated that work life gratification is also the strongest predictor of the work life balance.

V. CONCLUSIONS AND RECOMMENDATIONS

From the study showed above, it has been observed that work life conflict is the major influencing factor of the work life balance. Work life conflict reduces the work life balance of the street vendors. Such work life conflict of those workers could be easily reduced by providing proper support by the family members and also by making adequate subsidies towards them with regard to the fulfilment of their basic livelihood necessities and the children's education by the state. The government should also provide subsidies for their business development by assisting them with adequate interest free loans and also by providing necessary non-financial assistance to their business such as providing free stalls, vehicles for their business and other equipment at free of cost. This in turn reduces the work life conflict among the street vendors. Such reduction in the work life conflict leads to the improvement in the work life balance of the respondents.

Such rise in the work life balance of the interviewees paves way for the much concentration on their business. Hence, their business performance improves and in turn their living standard arises and so as the quality of life. While on the other hand, this improved business performance encourages the street vendors to expand their business widely and as a result, the production improves and it ultimately results in the greater economic activity and ends up in the growth of the nation.

Scope of further research

As this study concentrated on the unstructured interviews conducted through the case studies among the street vendors in Puducherry with descriptive analysis technique through the adoption of the secondary data, the results are limited. Henceforth for obtaining the systematic results of the study, empirical study should be conducted among the street vendors in the Puducherry region.

VI. REFERENCES

- *Abendroth, A. & Dulk, L.D. (2011), "Support for the work-life balance in Europe: the impact of state, workplace and family support on work-life balance satisfaction", Work, employment and society, pp: 01-23.*
- *Adikaram, D.S.R. & Jayatilake, L.V.K. (2016), "Impact of Work Life Balance on Employee Job Satisfaction in Private Sector Commercial Banks of Sri Lanka", International Journal of Scientific Research and Innovative Technology, 3(11), pp: 17-31.*
- *Anand, V.V., Rengarajan, V., Renganathan, R., Swathi, B., Udhaya, S. & Vardhini, N. (2016), "Employee Work-Life Balance – A Study with Special Reference to Rural Employees", Indian Journal of Science and Technology, 9(27).*
- *Aryee, S., Srinivas, E.S. & Tan, H.H. (2005), "Rhythms of Life: Antecedents and Outcomes of Work-Family Balance in Employed Parents", Journal of Applied Psychology, 90(1), pp: 132-146.*
- *Bacik, I. & Drew, E. (2006), "Struggling with juggling: Gender and work/life balance in the legal professions", Women's Studies International Forum, 29, pp: 136-146.*
- *Baral, R. & Bhargava, S. (2010), "Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes", Journal of Managerial Psychology, 25(3), pp:274-300.*
- *Beauregard, T.A. & Henry, L.C. (2009), "Making the link between work-life balance practices and organizational performance", Human Resource Management Review, 19, pp:9-22.*
- *Beham, B. & Drobnic, S. (2009), "Satisfaction with work-family balance among German office workers", Journal of Managerial Psychology, 25(6), pp: 669-689.*
- *Bell, A.S., Rajendran, D. & Theiler, S. (2012), "Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict Among Australian Academics", Electronic Journal of Applied Psychology, 8(1), pp: 25-37.*
- *Brough, P., Holt, J., Bauld, R., Biggs, A. & Ryan, C. (2008), "The ability of work-life balance policies to influence key social/organizational issues", Asia Pacific Journal of Human Resources, 46(3), pp: 261-274.*
- *Brummelhuis, L.L.T. & Lippe, T.V.D.(2010), "Effective Work-Life Balance Support for Various Household Structures", Human Resource Management, 49(2), pp: 173-193.*
- *Bruin, A.D. & Dupuis, A. (2004), "Work-Life Balance?: Insights from Non-Standard Work", New Zealand Journal of Employment Relations, 29(1), pp: 21-37.*
- *Bulger, C.A., Matthews, R.A. & Hoffman, M.E. (2007), "Work and Personal Life Boundary Management: Boundary Strength, Work/Personal Life Balance, and the Segmentation-Integration Continuum", Journal of Occupational Psychology, 12(4), pp: 365-375.*
- *Caproni, P.J. (1997), "Work/Life Balance You Can't Get There From Here", Journal of Applied Behavioural Science, 33(1), pp: 46-56.*
- *Chiang, F.F.T., Birtch, T.A. & Kwan, H.K. (2010), "The moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry", International Journal of Hospitality Management, 29, pp: 25-32.*
- *Clark, S.C. (2000), "Work/family border theory: A new theory of work/family balance", Human Relations, 53(6), pp: 747-770.*
- *Cohen, L., Duberley, J. & Musson, G. (2009), "Work-Life Balance? An Autoethnographic Exploration of Everyday Home-Work Dynamics", Journal of Management Inquiry, 18(3), pp: 229-241.*
- *Crooker, K.J., Smith, F.L. & Tabak, F. (2002), "Creating Work-Life Balance: A Model of Pluralism Across Life Domains", Human Resource Development Review, 1(4), pp: 387-419.*
- *Crosbie, T. & Moore, J. (2004), "Work-life Balance and Working from Home", Social Policy and Society, 3(3), pp: 223-233.*
- *Currie, J. & Eveline, J. (2011), "E-technology and work/life balance for academics with young children", Higher Education, 63, pp: 533-550.*
- *Darcy, C., McCarthy, A., Hill, J. & Grady, G. (2012), "Work-life balance: One Size fits all? An exploratory analysis of the differential effects of career stage", European Management Journal, 30, pp: 111-120.*

- *Deery, M. (2008), "A framework for work-life balance practices: Addressing the needs of the tourism industry", Tourism and Hospitality Research, 9(2), pp: 97-108.*
- *Drew, L. & Murtagh, E.M. (2005), "Work/life balance: senior management champions or laggards?", Women in Management Review, 20(4), pp: 262-278.*
- *Emsile, C. & Hunt, K. (2009), "'Live to Work' or 'Work to Live'? A Qualitative Study of Gender and Work-Life Balance among Men and Women in Mid-Life", Gender, Work and Organization, 16(1), pp: 151-172.*
- *Forsyth, S. & Debruyne, A.P. (2007), "The organizational pay-offs for perceived work-life balance support", Asia Pacific Journal of Human Resources, 45(1), pp: 113-123.*
- *Frone, M.R. & Russell, M. (1992), "Prevalence of work-family conflict: Are work and family boundaries asymmetrically permeable?", Journal of Organizational Behavior, 13, pp:723-729.*
- *Ford, J. & Collinson, D. (2011), "In search of the perfect manager? Work-life balance and managerial work", Work, employment and society, 25(2), pp: 257-273.*
- *Gardiner, J., Stuart, M., Forde, C., Greenwood, I., Mackenzie, R. & Perrett, R. (2007), "Work-life balance and older workers: employees' perspectives on retirement transitions following redundancy", International Journal of Human Resource Management, 18(3), pp:476-489.*
- *Gorgievski, M.J., Ascalon, M.E. & Stephan, U. (2011), "Small Business Owners' Success Criteria, A Values Approach to Personal Differences", Journal of Small Business Management, 49, pp: 207-232.*
- *Greenblatt, E. (2002), "Work/Life Balance: Wisdom or Whining", Organizational Dynamics, 31(2), pp: 177-193.*
- *Greenhaus, J.H., Collins, K.M. & Shaw, J.D. (2003), "The relation between work-family balance and quality of life", Journal of Vocational Behavior, 63, pp: 510-531.*
- *Guest, D.E. (2002), "Perspectives on the study of work-life balance", Social Science Information, 41(2), pp: 255-279.*
- *Guillaume, C. & Pochic, S. (2009), "What Would You Sacrifice? Access to Top Management and the Work-life Balance", Gender, Work and Organization, 16(1), pp: 14-36.*
- *Haar, J.M., Russo, M., Sune, A. & Malaterre, A.O. (2014), "Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A Study across Seven Cultures", Journal of Vocational Behavior, 85(3), pp: 361-373.*
- *Hantrias, L. & Ackers, P. (2005), "Women's Choices in Europe: Striking the Work-Life Balance", European Journal of Industrial Relations, 11(2), pp: 197-212.*
- *Hill, E. J., Hawkins, A.J., Ferris, M. & Weitzman, M. (2001), "Finding an Extra Day a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance", Family Relations, 50(1), pp:49-58.*
- *Hobsin, B. (2011), "The Agency Gap in Work-Life Balance: Applying Sen's Capabilities Framework Within European Contexts", Social Politics, 18(2), pp: 147-167.*
- *Hobson, B., Fahlen, S. & Takacs, J. (2011), "Agency and Capabilities to Achieve a Work-Life Balance: A Comparison of Sweden and Hungary", Social Politics, 18(2), pp: 168-198.*
- *Holly, S. & Mohnen, A. (2012), "Impact of working hours on work-life balance", SOEP-The German Socio-Economic Panel Study at DIW Berlin.*
- *Keeton, K., Fenner, D.E., Johnson, T.R.B. & Hayward, R.A. (2007), "Predictors of Physician Career Satisfaction, Work-Life Balance, and Burnout", Obstetrics and Gynecology, 19(4), pp:949-955.*
- *Kim, H.K. (2014), "Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment", Global Business and Management Research: An International Journal, 6(1), pp: 37-51.*
- *Lazar, I., Osoian, C., Ratiu, P. (2010), "The Role of Work-Life Balance Practices in Order to Improve Organizational Performance", European Research Studies, XIII (1), pp: 201-214.*
- *Lyness, K.L. & Judiesch, M.K. (2008), "Can a Manager Have a Life and a Career? International and Multisource Perspectives on Work-Life Balance and Career Advancement Potential", Journal of Applied Psychology, 93(4), pp: 789-805.*
- *MacInnes, J. (2005), "Work-Life Balance and the Demand for Reduction in Working Hours: Evidence from the British Social Attitudes Survey 2002", British Journal of Industrial Relations, 43(2), pp: 273-295.*
- *Maurya, V.N., Jaggi, C.K., Singh, B., Arneja, C.S., Maurya, A.K. & Arora, D.K. (2015), "Empirical analysis of work life balance policies and its impact on employee's job satisfaction and job performance: Descriptive statistical approach", American Journal of Theoretical and Applied Statistics, 4(2-1), pp: 33-43.*
- *McCarthy, A., Darcy, C. & Grady, G. (2010), "Work-life balance policy and practice: Understanding line manager attitudes and behaviors", Human Resource Management Review, 20, pp: 158-167.*
- *McDowell, L. (2004), "Work, workfare, work/life balance and an ethic of care", Progress in Human Geography, 28(2), pp: 145-163.*
- *Mescher, S., Benschop, Y. & Doorewaard, H. (2010), "Representations of work-life balance support", Human Relations, 63(1), pp: 21-39.*
- *Moore, F. (2007), "work-life balance: contrasting managers and workers in an MNC", Employee Relations, 29(4), pp:385-399.*
- *Morganson, V.J., Major, D.A., Oborn, K.L., Verive, J.M. & Heelan, M.P. (2009), "Comparing telework locations and traditional work arrangements", Journal of Managerial Psychology, 25(6), pp: 578-595.*
- *Munir, F., Nielsen, K., Garde, A.H., Albertsen, K. & Carneiro, I.G. (2011), "Mediating the effects of work-life conflict between transformational leadership and health-care workers' job satisfaction and psychological wellbeing", Journal of Nursing Management, pp: 1-10.*
- *Muster, V. & Schrader, U. (2011), "Green work-life balance: A new perspective for green HRM, Zeitschrift fur Personalforschung (ZfP)", Mering, 25(2), pp: 140-156.*
- *Naithini, P. (2010), "Overview of Work-Life Balance Discourse and Its Relevance in Current Economic Scenario", Asian Social Science, 6(6), pp: 148-155.*
- *Noor, K.M. (2011), "Work-Life Balance and Intention to Leave among Academics in Malaysian Public Higher Education Institutions", International Journal of Business and Social Sciences, 2(11), pp: 240-248.*
- *Nord, W.R., Fox, S., Phoenix, A. & Viano, K. (2002), "Real-World Reactions to Work-Life Balance Programs: Lessons for Effective Implementation", Organizational Dynamics, 30(3), pp: 223-238.*
- *Padma, S. & Reddy, S.M. (2013), "Role of Family Support in Balancing Personal and Work Life of Women Employees", International Journal of Computational Engineering and Management, 16(3), pp: 93-97.*
- *Padmabhan, M. & Kumar, S.S. (2016), "Work-Life Balance and work-Life Conflict on Career Advancement of Women Professionals in Information and Communication Technology Sector, Bengaluru, India", International Journal of Research – Granthaalyah, 4(6), pp: 119-130.*

- *Pandu, A. (2018), "Factors Affecting Quality of Life Among Married Men and Women Leather Industry Workers in Vellore District of Tamil Nadu: A Case Study", International Journal of Management Studies, V(3), pp: 8-17.*
- *Pandu, A. & Sankar, R (2018), "Construction and Validation of Multidimensional Assessments regarding Work-Life Balance among Married Self-Employed Women: A SEM Model Approach", Journal of Entrepreneurship and Management, 7(2), pp: 47-57.*
- *Perrons, D. (2003), "The New Economy and the Work-Life Balance: Conceptual Explorations and a Case Study of New Media", Gender, Work and Organization, 10(1), pp: 65-93.*
- *Peters, P., Dulk, D.L. & Lippe, T.V.D. (2009), "The effects of time-spatial flexibility and new working conditions on employees' work-life balance: the Dutch case", Community, Work & Family, 12(3), pp: 279-297.*
- *Pitsenberger, D.J. (2006), "Juggling Work and Elder Caregiving Work-Life Balance for Aging American Workers", American Association of Occupational Health Nurses (AAOHN) Journal, 54(4), pp: 181-185.*
- *Pryce, J., Albertsen, K. & Nielsen, K. (2006), "Evaluation of an open-rota system in a Danish psychiatric hospital: a mechanism for improving job satisfaction and work-life balance", Journal of Nursing Management, 14, pp: 282-288.*
- *Rani, S., Kamalanabhan & Selvarani (2011), "Work/Life Balance Reflections on Employee Satisfaction", Serbian Journal of Management, 6(1), pp: 85-96.*
- *Rehman, S. & Roomi, M.Z.(2012), "Gender and work-life balance: a phenomenological study of women entrepreneurs in Pakistan", Journal of Small Business and Enterprise Development, 19(2), pp:209-228.*
- *Roberts, K. (2007), "Work-life balance – the sources of the contemporary problem and the probable outcomes", Employee Relations, 29(4), pp: 334-351.*
- *Sarker, S., Sarker, S., Xiao, X. & Ahuja, M. (2012), "Managing Employees' Use of Technologies to Minimize Work-Life Balance Impacts", MIS Quarterly Executive, 11(4), pp: 143-157.*
- *Schluter, P.J., Turner, C., Huntington, A.D., Bain, C.J., McClure, R.J. (2011), "Work/life balance and health: the Nurses and Midwives e-cohort study", International Nursing Review, pp: 28-36.*
- *Shanafelt, T.D., Hasan, O., Dyrbye, L.N., Sinsky, C., Satele, D., Sloan, J. & West, C.P. (2015), "Changes in Burnout and Satisfaction with Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014", Mayo Clinic Proceedings, 90(12), pp:1600-1613.*
- *Shagvaliyeva, S. & Yazdanifard, R. (2014), "Impact of Flexible Working Hours on Work-Life Balance", American Journal of Industrial and Business Management, 4, pp: 20-23.*
- *Smith, J. & Gardener, D. (2007), "Factors Affecting Employee Use of Work-Life Balance Initiatives", New Zealand Journal of Psychology, 36(1), pp: 3-12.*
- *Straub, C. (2007), "A comparative analysis of the use of work-life balance practices in Europe Do practices enhance female's career advancement", Women in Management Review, 22(4), pp: 289-304.*
- *Sturges, J. & Guest, D. (2004), "Working to live or living to work? Work/life balance early in the career", Human Resource Management Journal, 14(4), pp: 5-20.*
- *Syrek, C.J., Apostel, E. & Antoni, C.H. (2013), "Stress in Highly Demanding IT Jobs: Transformational Leadership Moderates the Impact of Time Pressure on Exhaustion and Work-Life Balance", Journal of Occupational Health Psychology, 18(3), pp: 252-261.*
- *Tausig, M. & Fenwick, R. (2001), "Unbinding Time: Alternate Work Schedules and Work-Life Balance", Journal of Family and Economic Issues, 22(2), pp:101-119.*
- *Thevenon, O. (2009), "Increased Women's Labour Force Participation in Europe: Progress in the Work-Life Balance or Polarization of Behaviors?", Population, 2(64), pp: 235-272.*
- *Virick, M., Lilly, J.D. & Casper, W.J. (2007), "Doing more with less An analysis of work life balance among layoff survivors", Career Development International, 12(5), pp: 463-480.*
- *Lingard, H., Brown, K., Bradley, L., Bailey, C. & Townsend, K. (2007), "Improving Employees' Work-Life Balance in the Construction Industry: Project Alliance Case Study", Journal of Construction Engineering and Management, 133, pp:807-815.*
- *Walton, R.E. (1986), "Quality of Working Life: What Is It?", Sloan Management Review, 15(1), pp: 11-21.*
- *Westman, M., Brough, P. & Kalliath, T. (2009), "Expert Commentary on work-life balance and crossover of emotions and experiences: Theoretical and practice advances", Journal of Organizational Behavior, 30, pp: 587-595.*
- *Wheatley, D. (2011), "Work-life balance, travel-to-work, and the dual career household", Personnel Review, 41(6), pp: 813-831.*
- *White, M., Hill, S., McGovern, P., Mills, C. & Smeaton, D. (2003), "'High-Performance' Management Practices, Working Hours and Work-Life Balance", British Journal of Industrial Relations, 41(2), pp:175-195.*
- *Wong, S.C.K. & Ko, A. (2009), "Exploratory study of understanding hotel employees' perception on work-life balance issues", International Journal of Hospitality Management, 28, pp: 195-203.*
- *Xiao, Y. & Cooke, F.L. (2012), "Work-life balance in China? Social policy, employer strategy and individual coping mechanisms", Asia Pacific Journal of Human Resources, 50, pp: 06-22.*