

A Study on a Holistic Approach on Employee Perception of Work Life Balance & It's Relationship to Job Satisfaction

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ABSTRACT

This study explores a holistic approach to understanding employee perceptions of work- life balance (WLB) and its relationship to job satisfaction. In an era of evolving workplace dynamics, achieving an optimal balance between work and personal life has become critical for employee well-being and organizational success. The research highlights the need to address the growing challenges of stress, burnout, and job dissatisfaction caused by poor WLB, particularly in the context of technological advancements, remote work, and the blurred boundaries between professional and personal responsibilities

The significance of the study lies in its ability to provide actionable insights into how WLB influences employee engagement, retention, and overall productivity. A holistic perspective considers multiple dimensions—psychological, organizational, and societal— enabling businesses to develop inclusive policies that cater to diverse employee needs. By establishing the interconnectedness between WLB and job satisfaction, this research aims to guide organizations in fostering healthier work environments, improving employee morale, and achieving sustainable business outcomes in a competitive landscape.

KEYWORDS;

- Work-Life Balance (WLB)
- Job Satisfaction
- Employee Perception
- Workplace Well-being
- Organizational Productivity
- Employee Engagement

1.1 INTRODUCTION

This paper explores work-life balance, its historical development, and various theories explaining its dynamics. It examines factors influencing work-life balance for employees, such as Quality of Work Life (QWL), Emotional Intelligence Quotient (EIQ), job satisfaction, family issues, demographic factors, workload, and stress. The paper highlights the impact of the COVID-19 pandemic on working to manage work-life balance, emphasizing the disproportionate burden employees face, especially women of color. Work- life balance is defined as the balance between

work and personal life, where a person's work demands are balanced with their personal life. Awareness programs can help organizations implement work-life balance practices, improving the quality of employees' lives. Work life balance is a global search for a balance between work and family life, aiming to integrate work with other duties like caring for children or elderly relatives. The benefits and drawbacks of Work life balance can affect both employees and employers. Employees may experience negative impacts on job satisfaction, mental well-being, physical health, and organizational performance. Employers may face low results, absenteeism, sick leave, higher employee turnover, and recruiting and training costs. In competitive labour markets, organizations must attract and retain respected workers to attract and retain employees.

Work-life balance is crucial for employees to maintain a balance between their family and work commitments, regardless of family responsibilities. This balance is essential for improving employee performance, overall well-being, and job satisfaction. The association between work-life balance, employee productivity, and well-being has generated interest in the research and practical administration. Maintaining a healthy work-life balance leads to increased commitment, productivity, and better physical and mental health. Conversely, workers experiencing an uneven work-life balance may experience burnout, low job gratification, stressed relationships, and adverse impacts on their overall well-being. A comprehensive analysis of work-life balance is essential for organizations to create plans for employee efficiency and well-being.

1.2 AVERAGE TO POOR WORK LIFE BALANCE IN IT SECTOR

Indian IT employees are working longer hours than industry standard, averaging 40-50 hours per week, but this doesn't necessarily increase productivity due to factors like lengthy commutes, infrastructure challenges, and work-related stress.

Indian IT employees are working longer hours than industry standards, according to data from ET. Infosys founder Narayana Murthy has sparked debate on the recommended 70-hour week, but data from the financial daily suggests that on average, IT employees work 45-50 hours per week, corresponding to 10 hours a day and 5 days per week.

The Indian industry's focus on counting hours rather than measuring productivity, infrastructural challenges, lengthy commutes, and work-related stress negatively impact employee productivity due to the high number of employees working longer hours to meet project deadlines.

Over the past five fiscal years, the productivity per rupee spent on employee compensation has remained stagnant, with a revenue return of Rs 1.8-1.9 for every Rs 1 spent on talent cost. This is supported by data from top IT firms like TCS, Infosys, HCLTech, Wipro, TechMahindra, LTIMindtree, and Mphaasis, indicating a parallel increase in people costs.

Indian IT companies' per-person productivity, measured by the ratio of people cost to revenue, has remained nearly stagnant over four fiscal periods, despite digitalization, AI, and automation initiatives and investments, according to Prasad MS, head of workforce research at Xpheno.

The IT industry's productivity is often measured by revenue per employee, but this doesn't necessarily reflect productive work. Software developer Aditya suggests that long hours on non-reportable tasks can lead to fatigue and slower problem-solving, highlighting the need for more accurate metrics.

Vij from TeamLease Digital emphasized the importance of a cultural mindset shift in the technology sector, arguing that it is crucial for cultivating a more balanced and productive workforce, moving away from supracractive metrics.

Strategies to maintain a healthy work life balance

During the COVID-19 pandemic, many people have had to work from home due to the closure of libraries. This has led to social-distancing and mask-wearing, as well as adapting to work-from-home spaces. Many people acknowledged the privilege in working from home, as others were laid off or furloughed. They also acknowledge their lack of caregiver responsibilities. Despite unfortunate events like racial injustice and economic decline, the suggestions of self-care strategies for a healthy work-life balance, including practicing social- distancing and setting boundaries.

i. ESTABLISH WORK AND HOME BOUNDARIES:-

Keeping work and home areas distinct is essential since it stops people from working after hours. Establishing a specific workplace and keeping to the work schedule are crucial, as is avoiding working on days off because work will still be there when you return to it.

ii. MAINTAIN A CONSISTANT SCHEDULE:-

To help you manage your day, stick to a regular routine. Plan out when you will eat, to start my day. I promise to attend these classes if I put them on my calendar. In the evenings, I also make time to read.

iii. STAY MENTALLY AND PHYSICALLY ACTIVE:-

You may still be active both intellectually and physically when you're at home. Decide on a regular time each day to engage in physical and mental activities. Learn a new pastime, read a book or do a crossword puzzle in the evenings, or enroll in a virtual exercise class.

1.3 SIGNIFICANCE OF THE STUDY

The need to explore the relationship between WLB and job satisfaction is paramount in today's dynamic work landscape. A holistic approach offers organizations the tools to understand employee perceptions and develop strategies that foster a healthier, more satisfied, and more engaged workforce. Addressing these aspects not only benefits employees but also ensures long-term organizational sustainability and success.

1. Changing Work Environments:

Rapid technological advancements, hybrid work models, and increasing job demands have transformed traditional work environments, necessitating an updated understanding of WLB.

2. Rising Stress Levels:

Employees face heightened stress and burnout due to the blurring of boundaries between work and personal life, leading to decreased job satisfaction and well-being.

3. Diverse Workforce Expectations:

A multi-generational workforce with diverse expectations requires tailored WLB strategies to cater to different life stages, cultural norms, and personal priorities.

4. Global Competitiveness:

Organizations that prioritize WLB can better attract and retain top talent, improving their competitive edge in a global marketplace.

5. Post-Pandemic Workplace:

The COVID-19 pandemic has fundamentally altered perceptions of work and life, emphasizing the need to address employee well-being comprehensively in the new normal.

2.1 LITERATURE REVIEW

Work life balance according to Jignesh Vidyani (2024) The COVID-19 pandemic underscores the need for inclusive workplace environments and gender equality, emphasizing the importance of maintaining work-life balance and promoting flexibility.

Aman Gupta (2022) study highlights the importance of employee performance in psychology and human resource

management, highlighting a significant disparity in QWL and W-L balance between public and private sectors in Chhattisgarh. It recommends a greater emphasis on employee work quality to improve productivity and organizational success. Employees in the government and private sectors scored higher on factors such as stability, growth opportunities, employee satisfaction, and innovative practices, while needing further improvements.

Muna Musa Khoury (2021) evaluated the impact of work matters on personal life and life on work matters, indicating that employees cannot completely separate work from their personal life. The relationship between work-life balance and job satisfaction is consistent with previous literature reviews. The researcher contributes to the term work-life balance (WLB) by stating that workers reach a state of equilibrium where they decide on the boundaries between life demands and work responsibilities.

Łukasz Marecz (2020) found that the study emphasizes the significance of work-life balance in employee productivity and well-being, suggesting that managing work and personal commitments leads to increased job satisfaction and organizational dedication. It recommends implementing flexible work arrangements, training managers, and fostering a positive workplace culture for improved result.

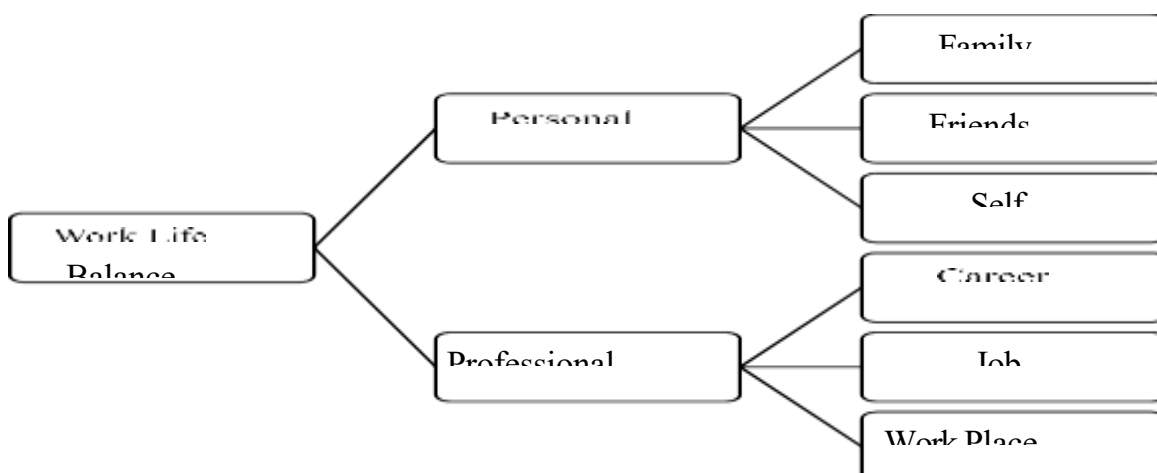
A study analyzing work-life balance among (2023) IT-sector employees in Bangalore City found that supervisory support, job autonomy, organizational culture, work aspirants, work satisfaction, family support, and self-management were the major factors affecting work-life balance. The majority of respondents agreed that heavy workload and frequent deadlines were the main determinants.

2.2 STATEMENT OF THE PROBLEM

The imbalance between work and personal life has become a critical concern for both employees and organizations. This issue has intensified with the COVID-19 pandemic, which disrupted traditional work structures and heightened stress levels, particularly impacting specific demographics such as women of color. As organizations strive to retain talent and improve productivity, understanding how work-life balance affects employee performance has become essential. While various factors like Quality of Work Life (QWL), Emotional Intelligence Quotient (EIQ), job satisfaction, workload, and family responsibilities contribute to employees' well.

2.1 RESEARCH GAP: WHAT IS WORK LIFE BALANCE

Work life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and persona responsibilities and thus strengthen employee's loyalty and productivity. Numerous studies have been conducted on work-life balance. According to a major Canadian study



conducted by Lowe (2005), 1 in 4 employees experience high levels of Conflicts between work and family, based on work-to-family interference and caregiver strain. If role overloaded is included, then close to 60 percent of employees surveyed experience work- family conflict. Of all the jobs factors that influence work-life conflict, the amount of time spent at work is strongest and most consistent predictor.

3. RESEARCH METHODOLOGY

Research Methodology for Studying Work-Life Balance

When conducting research on work-life balance, it's essential to design a methodology that captures the complex interplay between professional and personal life. Here's a step-by-step guide for a comprehensive research methodology:

3.1 Research Design

Type of Study: Choose between qualitative, quantitative, or mixed methods based on the research objectives:

Quantitative: To measure patterns, trends, or descriptive (e.g., surveys, statistical analysis).

Qualitative: To explore individual perceptions and experiences (e.g., interviews, focus groups).

Mixed Methods: Combines both approaches for richer insights.

Purpose: Descriptive, explanatory, or exploratory research to identify work-life balance challenges and solutions.

3.2 Research Objectives

Define clear objectives. Examples include:

- To assess the impact of work demands on personal life.
- To explore organizational policies that support work-life balance.
- To analyze the relationship between work-life balance and employee well-being or productivity.

3.3 Population and Sampling

- **Target Population:** Identify the group you aim to study, e.g.:
 - Employees in specific industries.
 - Managers or HR professionals.
 - Employees with caregiving responsibilities.
- **Sampling Technique:**
 - Probability Sampling: For generalizable results (e.g., random sampling).
 - Non-probability Sampling: For targeted insights (e.g., purposive sampling).
- **Sample Size:** Determine based on population size and study goals (e.g., 50-109 for surveys).

3.4 Data Collection Methods

1. Surveys

- Use structured questionnaires with Likert scales to measure attitudes, perceptions, and frequency.
- Include demographic variables (e.g., age, gender, job role, marital status).
- Example Questions:
 - "How often do you work beyond your contracted hours?"

- "Do you feel supported by your organization in balancing work and personal life?"

2. Secondary Data:

- Analyze organizational policies, HR records, or existing research.

Quantitative Data:

Descriptive Statistics: Mean, median, mode, and frequency distribution. Inferential Statistics: identify significant relationships.

Qualitative Data:

Thematic Analysis : Identify recurring themes and patterns in interview or focus group transcripts.

Content Analysis: Examine the frequency of key terms or phrases.

Mixed Methods:

Triangulate findings from qualitative and quantitative data to validate results.

3.5 Tools and Techniques

Survey Tools:

I used Google Forms to collect data from the respondents..

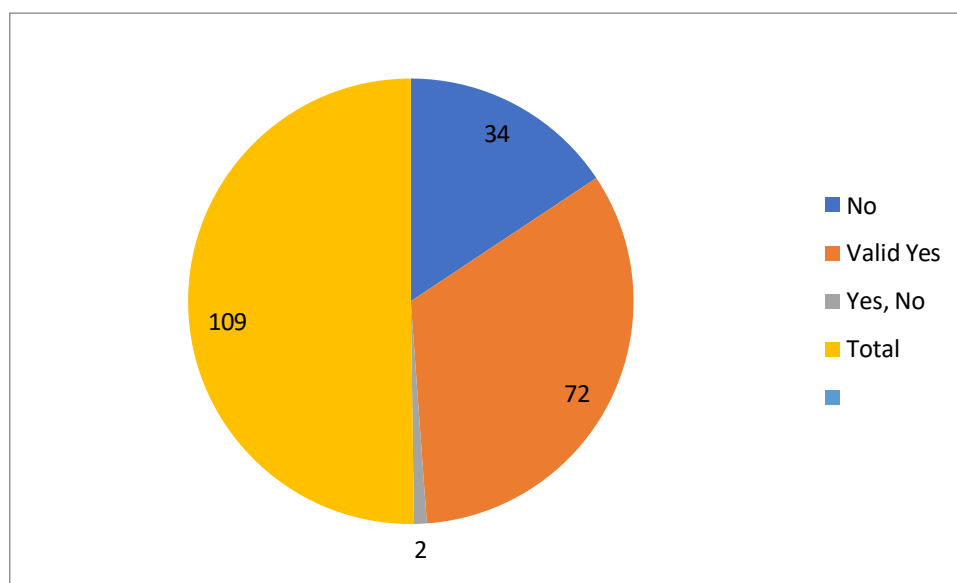
Data Analysis Software:

Quantitative Analysis: When it comes to analysing numerical data, both SPSS (Statistical Package for the Social Sciences) and Excel are highly effective options

4. DATA ANALYSIS NAD INTERPRETATION

Gender	Frequenc y	Percent	Valid Percent	Cumulative Percent
Female	1	.9	.9	.9
Vali d Male	50	45.9	45.9	46.8
	58	53.2	53.2	100.0
Total	109	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
No	1	.9	.9	.9
Valid Yes	34	31.2	31.2	32.1
Yes, No	72	66.1	66.1	98.2
Total	2	1.8	1.8	100.0
	109	100.0	100.0	

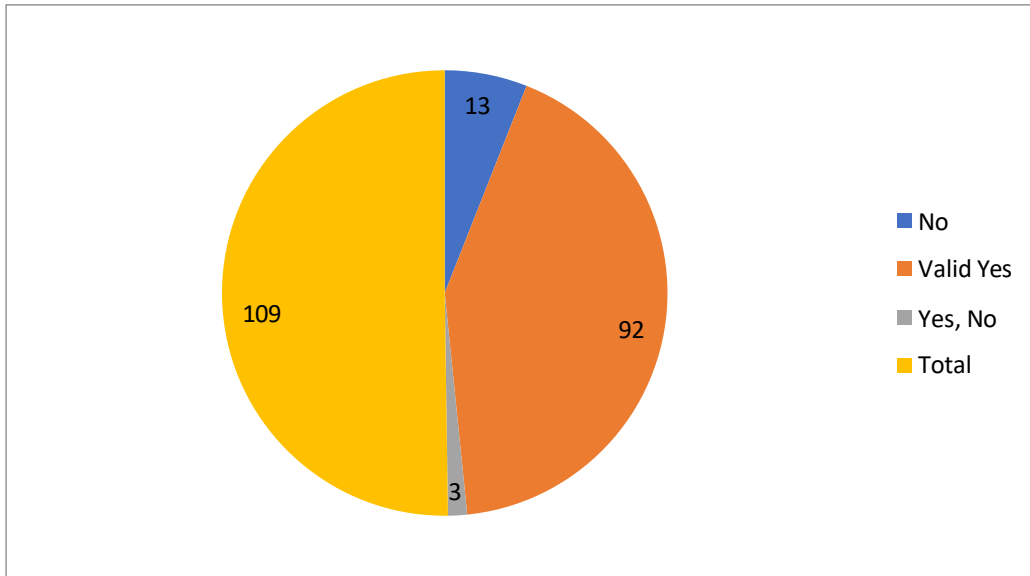


Observation: 66.1% of respondents answered "Yes" to working beyond their contracted hours.

Interpretation: A majority regularly exceed their agreed-upon work hours, suggesting potential overwork or unrealistic workload expectations.

2. Can you comfortably adjust your work schedule for personal commitments?

	Frequency	Percent	Valid Percent	Cumulative Percent
No	1	.9	.9	.9
Valid Yes	13	11.9	11.9	12.8
Yes, No	92	84.4	84.4	97.2
Total	3	2.8	2.8	100.0
	109	100.0	100.0	

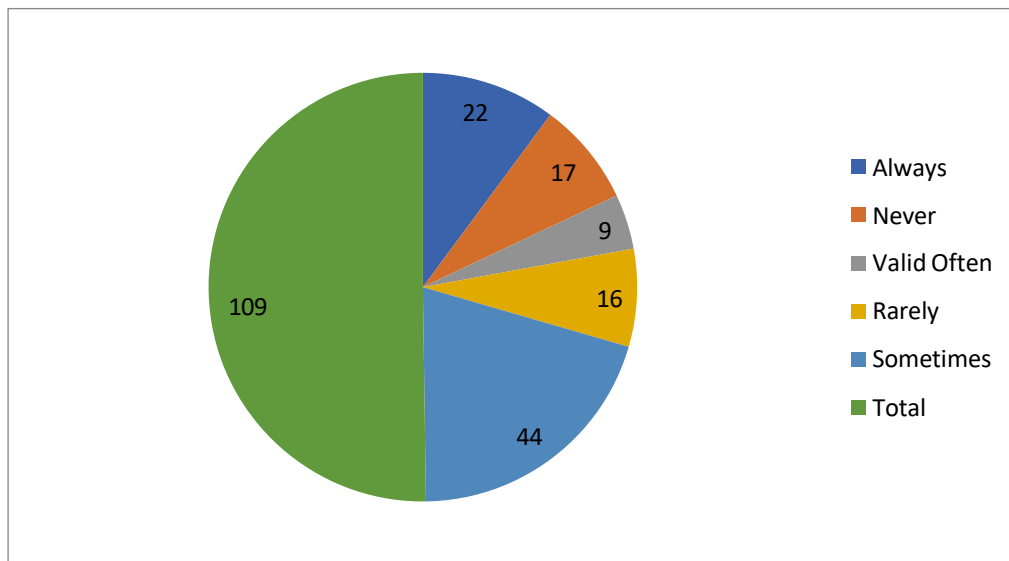


Observation: 84.4% responded "Yes" to being able to adjust schedules. potentially mitigating some work-life balance concerns.

Interpretation: The chart shows the distribution of responses, with "Total" being the largest group (109) and "Yes, No" the smallest (3), highlighting variations in response types.

3. **How often do you Interpretation:** Despite working long hours, flexibility exists for personal commitments, feel the need to work on weekends ?

	Frequenc y	Percent	Valid Percent	Cumulative Percent
	1	.9	.9	.9
Always	22	20.2	20.2	21.1
Never	17	15.6	15.6	36.7
Valid Often	9	8.3	8.3	45.0
Rarely	16	14.7	14.7	59.6
Sometimes	44	40.4	40.4	100.0
Total	109	100.0	100.0	

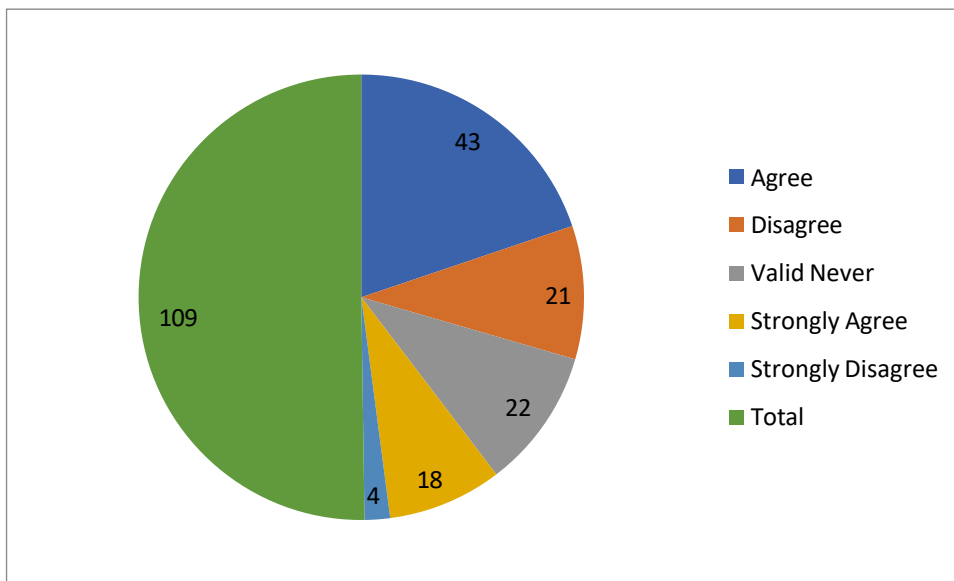


Observation: 20.2% always feel the need to work on weekends, and 40.4% sometimes feel this need.

Interpretation: A significant proportion engage in weekend work, which can intrude on personal rest and family time.

4. Do you feel that taking your annual leave negatively impacts your work or team ?

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	43	39.4	39.4	40.4
Disagree	21	19.3	19.3	59.6
Valid Never	22	20.2	20.2	79.8
Strongly Agree	18	16.5	16.5	96.3
Strongly Disagree	4	3.7	3.7	100.0
Total	109	100.0	100.0	

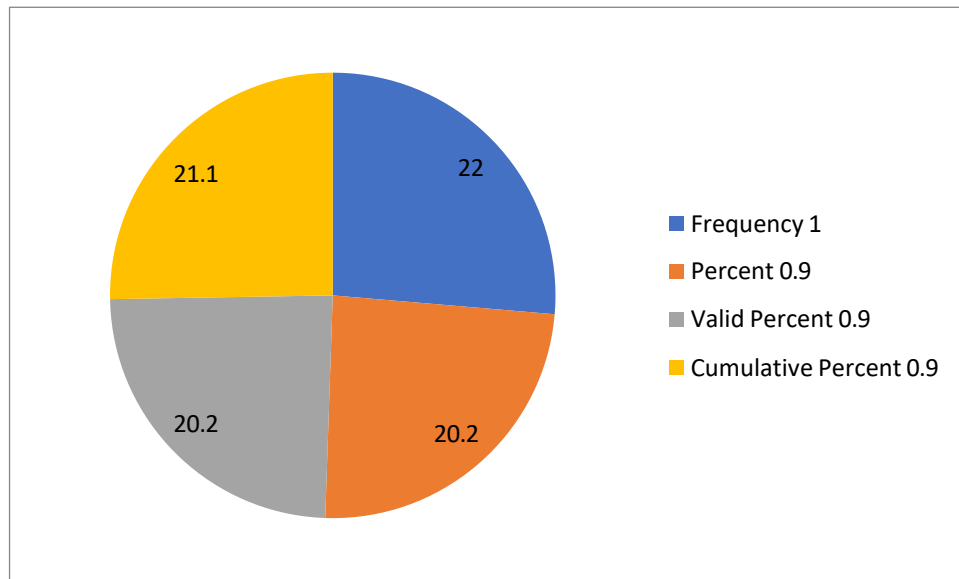


Observation: 20.2% always feel the need to work on weekends, and 40.4% sometimes feel this need.

Interpretation: A significant proportion engage in weekend work, which can intrude on personal rest and family time.

5. Are you able to use your vacation days without feeling guilty ?

	Frequenc y	Percent	Valid Percent	Cumulative Percent
No	1	.9	.9	.9
Valid Yes	22	20.2	20.2	21.1
Total	86	78.9	78.9	100.0
	109	100.0	100.0	

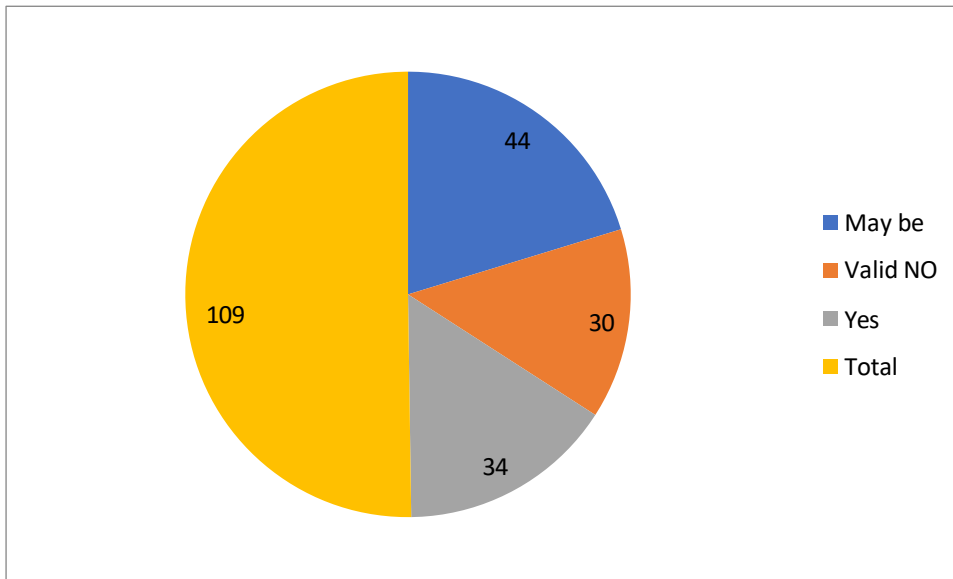


Observation: 39.4% agree, and 16.5% strongly agree, that taking annual leave negatively impacts work or team dynamics.

Interpretation: Employees may feel pressured not to take leave due to workload concerns or cultural expectations.

6. **Do you often work during times that should be for rest ?**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
May be	1	.9	.9	.9
Valid NO	44	40.4	40.4	41.3
Yes	30	27.5	27.5	68.8
Total	34	31.2	31.2	100.0
	109	100.0	100.0	

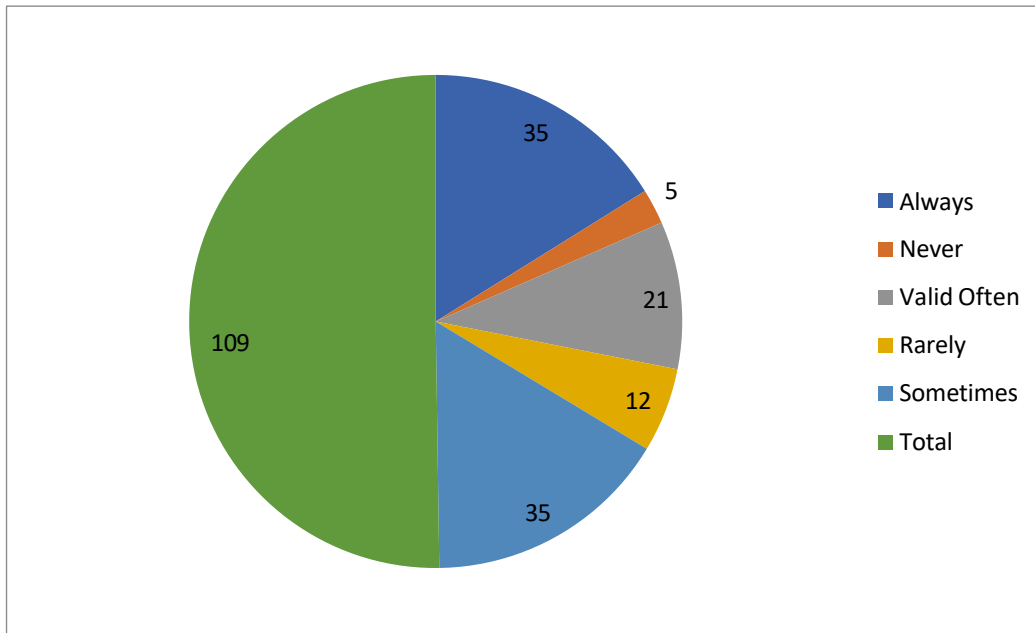


Observation: 40.4% responded "Maybe," indicating occasional work during rest times.

Interpretation: Employees may struggle with boundaries between work and personal life, leading to compromised rest.

7. **How often are you expected to respond to work emails outside of working hours ?**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
	1	.9	.9	.9
Always	35	32.1	32.1	33.0
Never	5	4.6	4.6	37.6
Valid Often	21	19.3	19.3	56.9
Rarely	12	11.0	11.0	67.9
Sometimes	35	32.1	32.1	100.0
Total	109	100.0	100.0	

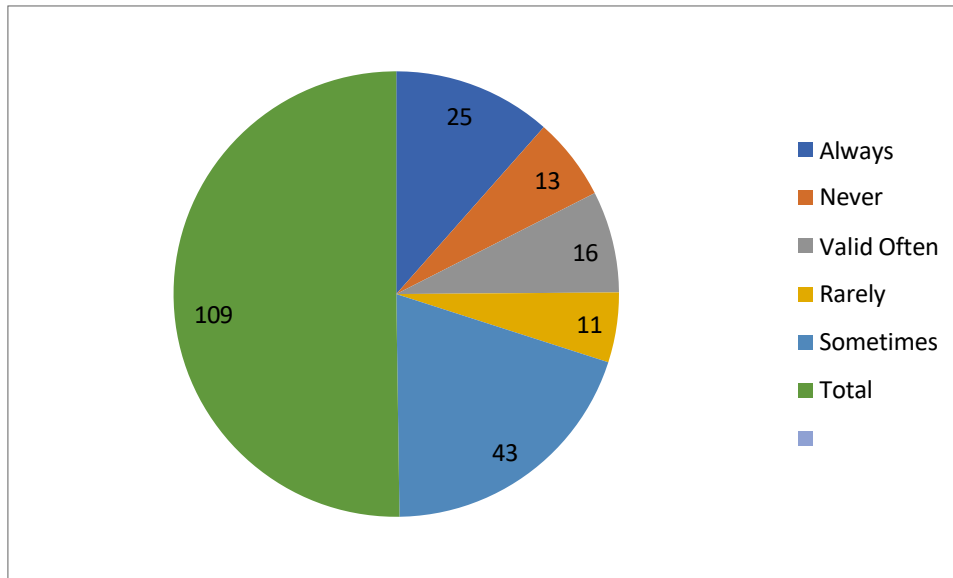


Observation: 32.1% always and 32.1% sometimes respond to work emails outside of hours.

Interpretation: A strong expectation exists to remain connected after hours, which may erode personal time.

8. Do you feel pressure to remain connected to work while on holiday ?

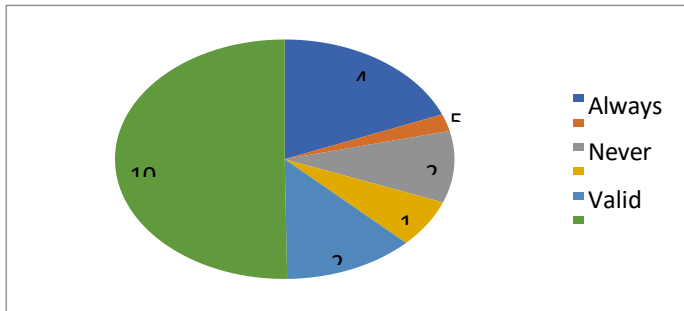
	Frequency	Percent	Valid Percent	Cumulative Percent
	1	.9	.9	.9
Always	25	22.9	22.9	23.9
Never	13	11.9	11.9	35.8
Valid Often	16	14.7	14.7	50.5
Rarely	11	10.1	10.1	60.6
Sometimes	43	39.4	39.4	100.0
Total	109	100.0	100.0	



Observation: 22.9% always feel pressure to stay connected during holidays, with 39.4% sometimes feeling this way.
Interpretation: Holiday time is not fully respected for many employees, indicating cultural or managerial issues.

9. How frequently do you check work-related messages during your personal time ?

	Frequency	Percent	Valid Percent	Cumulative Percent
Always	41	37.6	37.6	38.5
Never	5	4.6	4.6	43.1
Valid Often	21	19.3	19.3	62.4
Rarely	14	12.8	12.8	75.2
Sometimes	27	24.8	24.8	100.0
Total	109	100.0	100.0	

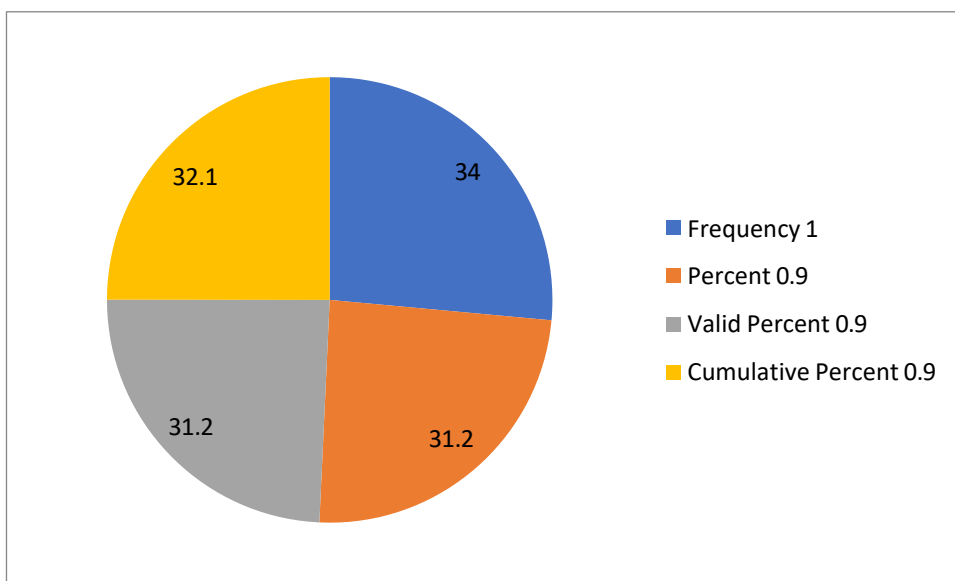


Observation: 67.9% have tools to work from different locations.

Interpretation: Access to remote tools supports flexibility but may also blur work-life boundaries.

10. Do you have the necessary tools to work effectively from different locations ?

	Frequency	Percent	Valid Percent	Cumulative Percent
No	1	.9	.9	.9
Valid Yes	74	67.9	67.9	100.0
Total	109	100.0	100.0	



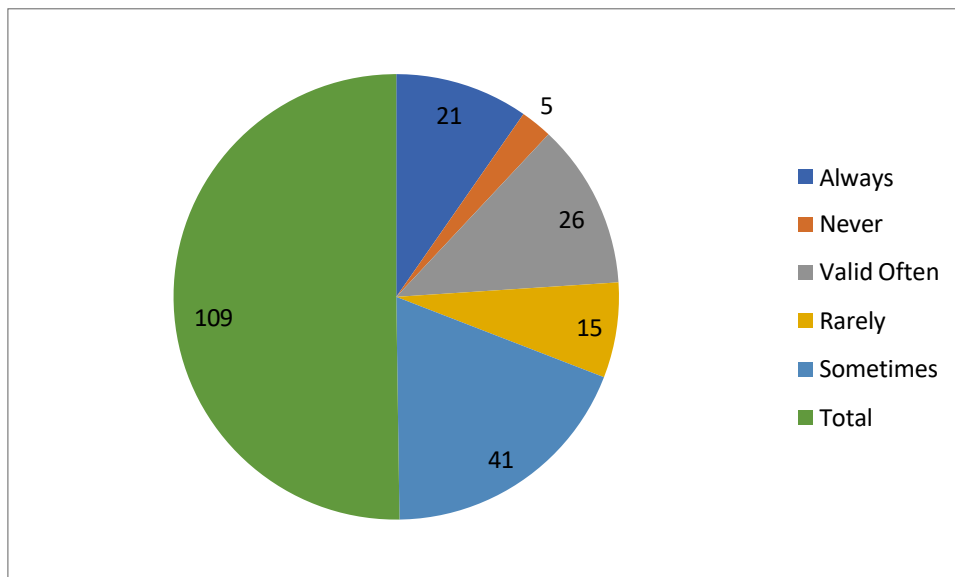
a. Observation:

- i. 70.6% are aware of wellness resources.
- ii. 33.9% always feel supported by supervisors on work-life balance concerns.

b. Interpretation: While awareness of wellness programs is high, a gap exists in consistent supervisor support.

11. How often does work communication disrupt your personal time ?

	Frequency	Percent	Valid Percent	Cumulative Percent
Always	21	19.3	19.3	20.2
Never	5	4.6	4.6	24.8
Valid Often	26	23.9	23.9	48.6
Rarely	15	13.8	13.8	62.4
Sometimes	41	37.6	37.6	100.0
Total	109	100.0	100.0	



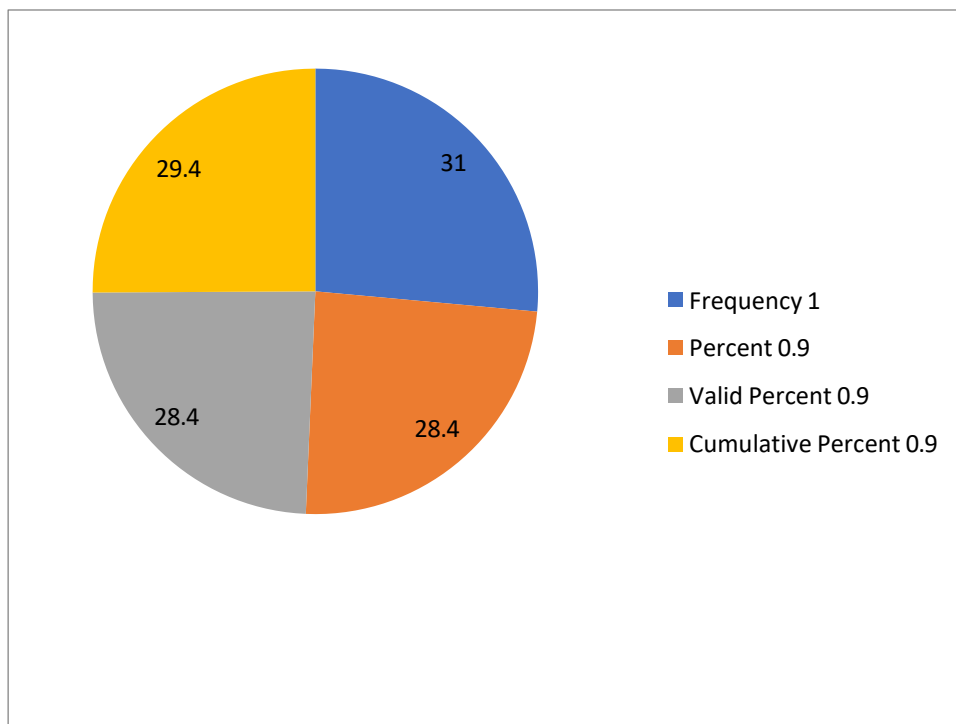
a. Observation:

- i. 33.9% feel their schedule permits quality time with loved ones.
- ii. 29.4% sometimes feel their personal relationships are strained due to work.

b. **Interpretation:** Work commitments occasionally strain personal relationships, though many still manage quality time.

12. **Are you aware of any wellness resources provided by the company ?**

	Frequency	Percent	Valid Percent	Cumulative Percent
No	1	.9	.9	.9
Yes	31	28.4	28.4	29.4
Total	77	70.6	70.6	100.0
	109	100.0	100.0	

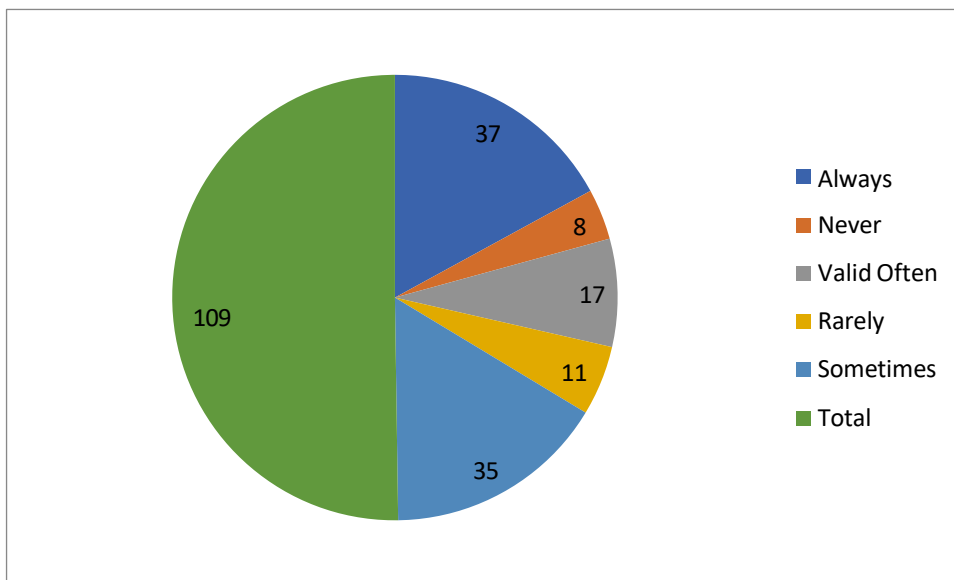


a. **Observation:** 22.9% always curtail personal hobbies due to work, with 35.8% sometimes doing so.

b. **Interpretation:** Work demands frequently override personal interests, suggesting imbalance.

13. **Do you feel supported by your immediate supervisor when discussing work-life balance concerns ?**

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	.9	.9	.9
Always	37	33.9	33.9	34.9
Never	8	7.3	7.3	42.2
Valid Often	17	15.6	15.6	57.8
Rarely	11	10.1	10.1	67.9
Sometimes	35	32.1	32.1	100.0
Total	109	100.0	100.0	



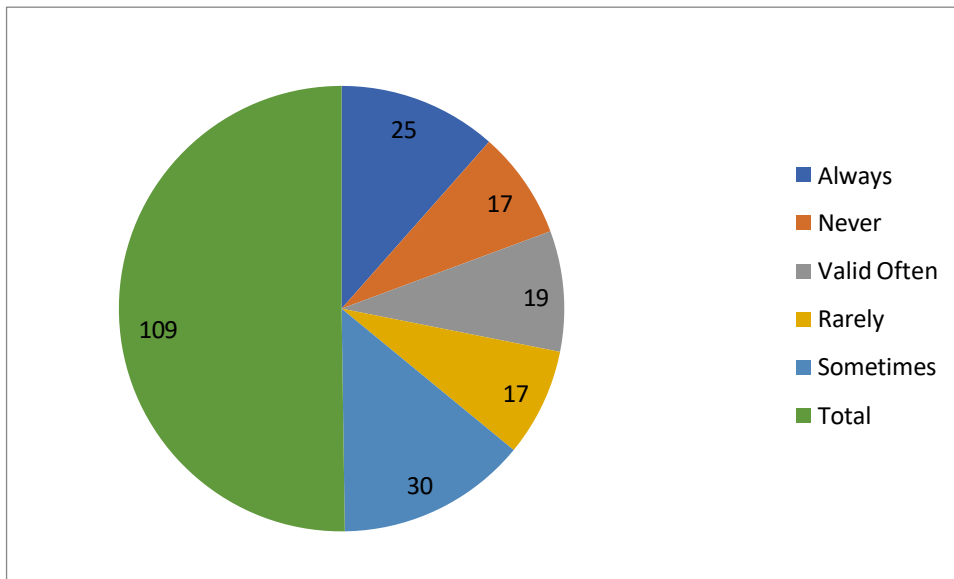
Observation: 30.3% always feel their job allows time for exercise or relaxation, while 11.0% never feel this way

Interpretation: The chart shows the frequency distribution of responses, with "Total" (109) being the largest and "Never" (8) the smallest category, reflecting varying response patterns.

14. Have you ever utilized any of the company's support programmes or counselling services ?

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	.9	.9	.9
Always	25	22.9	22.9	23.9
Never	17	15.6	15.6	39.4
Valid Often	19	17.4	17.4	56.9
Rarely	17	15.6	15.6	72.5

Sometimes	30	27.5	27.5	100.0
Total	109	100.0	100.0	

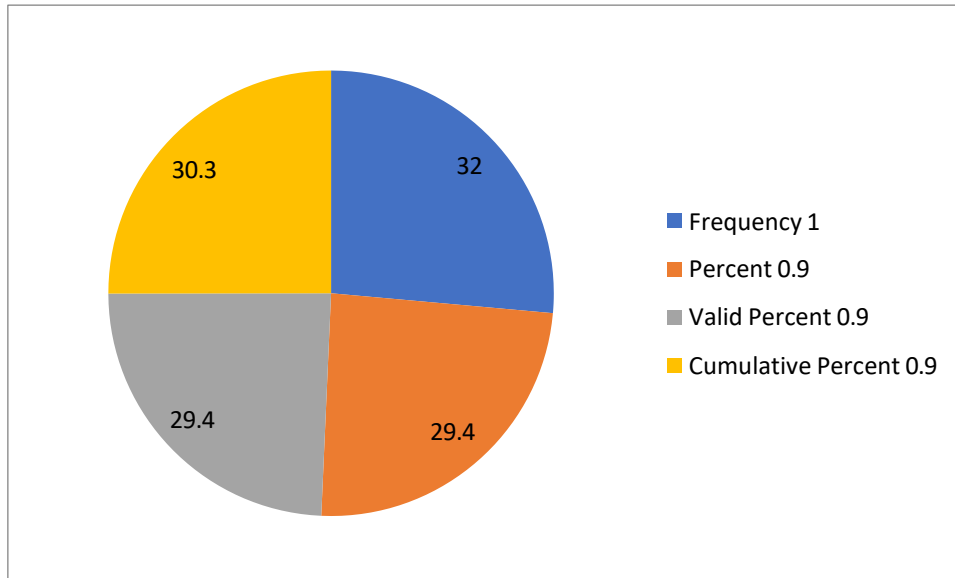


Observation: 30.3% feel the company culture prioritizes personal well-being, but implicit expectations for longer work hours persist (22.0% always, 25.7% often).

Interpretation: A disconnect exists between stated and implicit work culture values.

15. Are there adequate resources or training to manage work-related stress ?

	Frequency	Percent	Valid Percent	Cumulative Percent
No	1	.9	.9	.9
Valid Yes	32	29.4	29.4	30.3
Total	76	69.7	69.7	100.0
	109	100.0	100.0	

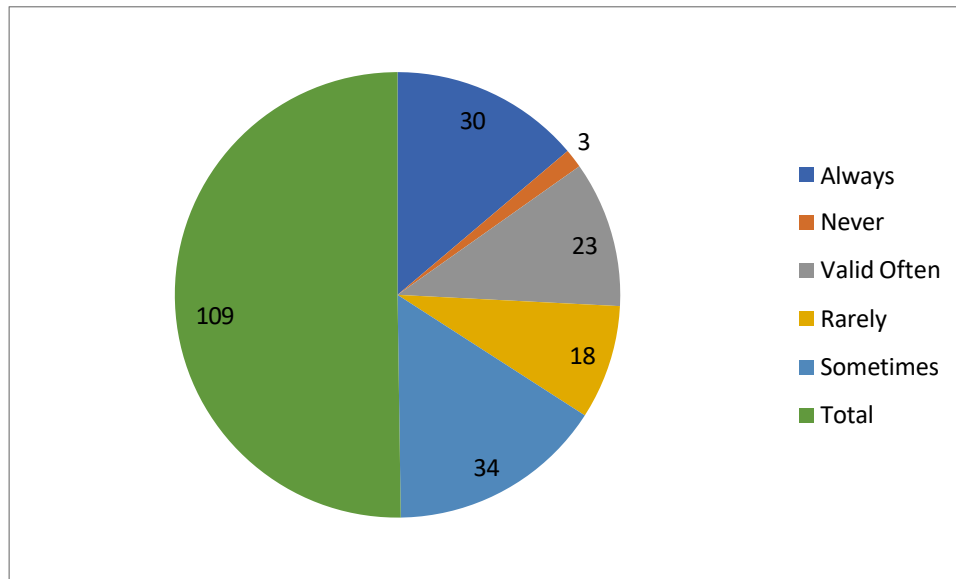


Observation: The pie chart illustrates that Frequency 1 (Blue) is the largest segment at 32%, followed by Cumulative Percent 0.9 (Yellow) at 30.3%. Percent 0.9 (Orange) and Valid Percent 0.9 (Gray) are equally represented at 29.4% each, showing a balanced distribution.

Interpretation: The chart shows a fairly balanced distribution of values, with Frequency 1 (32%) slightly leading and the other categories closely trailing.

16. **How often do you discuss work-life balance with your colleagues ?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Always	30	27.5	27.5	28.4
Never	3	2.8	2.8	31.2
Valid Often	23	21.1	21.1	52.3
Rarely	18	16.5	16.5	68.8
Sometimes	34	31.2	31.2	100.0
Total	109	100.0	100.0	



Observation: 31.2% of respondents discuss work-life balance sometimes, while 27.5% always do, and 21.1% often do.

Interpretation: A significant proportion of employees frequently engage in conversations about work-life balance, indicating that this is a topic of interest or concern.

5.1 FINDINGS

- A significant proportion of employees work beyond their contracted hours, often due to implicit expectations from the organization.
- Excessive workload leads to burnout, reduced productivity, and strained personal relationships.
- Employees with flexible schedules report higher satisfaction compared to those with rigid working hours.
- 25% often feel pressure to extend working hours.
- 30% rarely or never feel they can maintain a balance between work and personal commitments.
- Companies with strong work-life balance policies see better employee engagement and retention.
- Limited recognition or praise for employees who prioritize personal well-being contributes to stress.

5.2 SUGGESTIONS

- Quality of work life is essential for employee satisfaction, enabling them to perform well in all aspects of life.
- Organizations should create innovative work-life balance programs that benefit both employees and employers, promoting job satisfaction and reducing work-life conflict.
- Promotions and rewards should be based on productivity and contributions, not tenure or education.
- Rewards should be based on productivity, not tenure.
- Improving working conditions and implementing family-friendly policies will help employees balance their professional and family responsibilities more effectively.

- Enhancing working conditions and family-friendly policies will help employees balance work and family responsibilities.
- Improving working conditions and family-friendly policies supports work-life balance.

5.1

CONCLUSION

Surveys and research demonstrate that employees who do not require working or worry about work beyond office hours tend to lead healthier lives. Finding healthy work-life stability has become a key goal for workers in many industries in today's demanding and busy workplace. The need to balance personal commitments and well-being with responsibilities is increasing seen as a means of improving employee performance, job satisfaction, and overall well-being. It may be concluded that male and female BPO's employees were not differ with each other with regard to the above variables means both similarly affected by the variables. Insignificant difference was found between job satisfaction among male and female employees of BPO sector. Liacqua & Schumacher, in a study revealed that demographic factors (age, gender, degree) have little or no impact on job satisfaction. In contrast, the results indicated a relationship between selected.

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