

WORK LIFE BALANCE OF EMPLOYEES IN URBAN AND RURAL AREAS. A COMPARATIVE STUDY AT BARODA UP BANK

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DOI No. – 08.2020-25662434

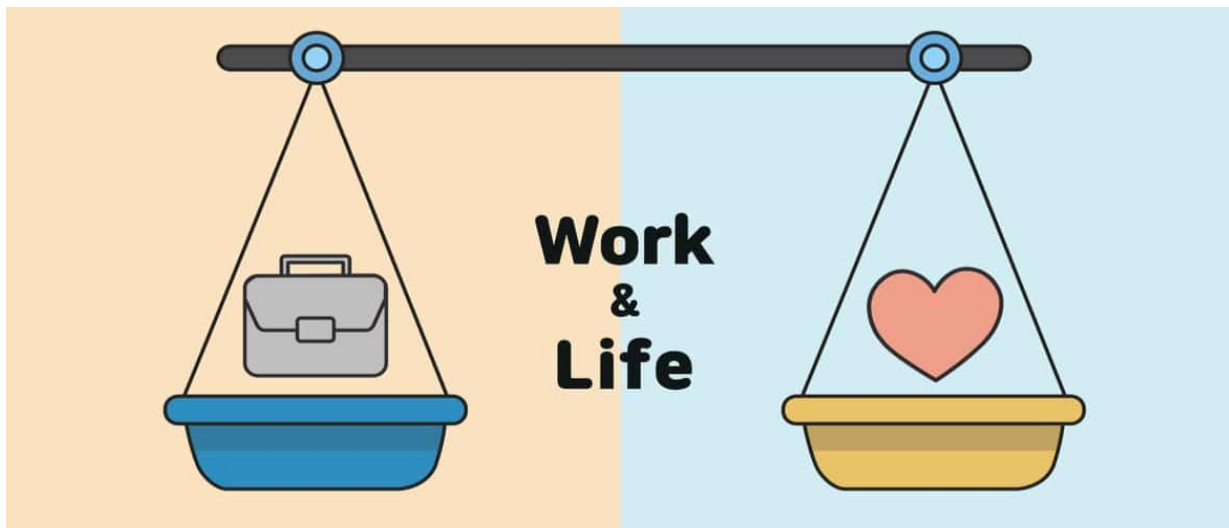
Abstract

Human Resource is the most integral asset of any management. In the recent years, exclusive research has enlightened the role of human resource at work (career) and family (personal) life. The situation of work-life of a male is quite distinct from that of a female. In the same way, it also differs for urban and rural employees. There is no best form to exercise work life balance because it is not a linear instead it is cyclic in nature. The situation becomes more complicated in case of dual career couples. This study investigates work-life balance of employees in urban and rural areas. In this regard, a comparative study is conducted through online survey using random sampling technique. The analysis shows that rural employee face more imbalance in their work-life as compared to employee's of urban areas. The study conclude that time management is most crucial component of work-life balance and therefore, task should be align in priority so as to manage work-life most effectively

Keywords: Work Life Balance, Employees, Urban, Rural, Human Resource

INTRODUCTION

Life is very busy in this modern world. Everyone is in a hurry to complete his or her tasks. There is a routine based life for most of the working males and females in urban areas. It is also seen that nowadays couples [husband and wife] both do jobs and together handle households. This is becoming a challenge with the increase in the number of nuclear families in urban areas.



The concept of work-life balance a lot evolved during the past few decades. It was first coined in around the 1970s in the region of England. There was a women's liberation movement going on. Since then work life balance has become an essential component for both the employee and the organization. **“A work-life balance is equilibrium between the career and family life.”**

It is a common fact that increase in quantity tends to deteriorate quality. Balancing professional and personal life, better productivity and harmonious life have become challenging. Any problem either at work or in family will definitely impact the balance and thus it is essential that both are maintained well. The six components of work life balance are-



Figure 1.0- Elements of Work Life Balance

Work is one dimension of life and should not distort our personal life. The vice-versa is also true as work is a means of livelihood. The concept is gaining prominence since it helps in maintaining balanced life at the work place as well as at home. This balance is called work life balance. Each individual must give attention to components of work life balance.

1. Time Management

Time management involves making optimal use of your whole day and the resources that can be summoned. Time management is enhanced through appropriate goals and discerning what is both important and urgent, versus important or urgent. It emphasis on when to do task so that it is appropriate.

2. Space Management

Space management involves in optimum use of available space and also to allocate resources accordingly. Space management is quite essential for the employees to be present at right place. It helps in deciding between where you want or should to be. It emphasis on where a task should be performed.

3. Health Management

In this chaotic world, it becomes necessary to take care of health. Many of persons are now dealing with stress, anxiety, depression and other physical and mental problems due to

tension in their work or family. Hence, a care of proper food, sleep, yoga, meditation and exercise will be fruitful in life.

4. **Change Management**

Change is an inevitable phenomenon. In modern times, technologies have shown rapid growth leading to bring a gradual shift in standard of living. That is why it is very essential to keep oneself up-to-date with the change and do not went obsolete. Evolution begins with the initiation to change.

5. **Leisure Management**

Leisure is the time or chance for a person to relax and being free from the work or duty. There are many activities that could be performed in order to make oneself comfortable such as- picnic, gaming, movies, puzzles, baking etc. Many organizations also provide recreational benefits to employees.

6. **Self Management**

Finally, self management is a crucial component of work life balance. In fact it is a bridge the links all other components. Self-management means exercising [leadership](#) over your own self. What's important in achieving good self-management in everyday work is achieving as much self-organization, self confidence, autonomy and self-guidance as possible.

LITERATURE REVIEWS

1. **Alegre and Pasamar [2018]** led emphasis on innovation as a tool for work life balance. They suggested use of modern technology both at workplace and home will help an individual to organize his work life in a better way. Moreover, organizations must motivate, encourage and promote creativity among employees at workplace.
2. **Drew and Muztagh [2005]** they founded that people delegates to their spouse affairs related to home. However, it is not possible on the part of all the spouses. Similarly, in cases when both couples are working then this is quite difficult to handle as both are not ready to compromise with their profession. This leads to a fights and ends with a separation.
3. **Guest [2002]** focused on explain the meaning behind the word-'balance'. Also suggested various importance associated with work life balance. An imbalance is found to negatively impact employees at workplace. Finally the pattern of work life balance also going to impact the work life balance of the employees.
4. **Isaacs [2016]** explained concept of work-life balance through control. It is suggested that a person who has control over his affairs of work can have control over his work and family life as well. He also suggested improving your quality life then adding a word –'No' in the vocabulary.
5. **Lingard and Francis [2005]** they founded that construction working line has a tradition of long working hours including weekend working. This same situation can also be found in real estate, travel and hospitality. It makes things obvious that such workers face difficulty in maintain work life balance and make time for family life.
6. **Miller [1978]** they observed that in prior life, the work life balance usually begins at age of 16 and end at age of 70 but now it begins at 20 and ends at 62 for majority of working employees. However, there are a lot of things has changed over past 80 years due to change in living and their perception about retirement's afterlife.

7. **Mitra [2012]** emphasis on factors that influence the productivity in a positive direction such as flexible timings, career breaks, and maternity leaves for females, paternity leave for fathers, child care facilities and adoption leaves then employees will be dedicated towards organization which will lead to productivity. Further suggested that long duration in working would tend to imbalance the work life.
8. **Mohan and Ashok [2011]** concluded that stress is a result of a responsibility in absence of proper authority to complete it. They also mentioned about inter personal factors such as group cohesiveness, functional dependence, communication frequency, relative authority and organizational difference between role sender and focal persons.
9. **Murphy and Doherty [2011]** in Harvard business review revealed that it is not possible to measure work-life balance in a concrete way because there are peculiar circumstances that influence the way of perceiving but demonstrating a harmony that mirrors an individual's priorities whereas employees must create a margin between organization and family life and be confident about the placing of this margin.
10. **Snir and Harpaz [2005]** they developed the relativity of work on the basis of five parameters (work, leisure, community, religion, and family) in their lives, based on their relativity. This study examined 96 Israeli for a period of 4 weeks who were full-time workers. The results directed high test reliability on the relativity of work centrality measure, and to assess the relativity of each of the other four parameters.
11. **Spector [1997]** the main centre of this study is job satisfaction. He explained job satisfaction simply means the feelings of concern employees about their jobs and various aspects of their jobs. It is the extent to which employee like (satisfaction) or dislike (dissatisfaction) their jobs. Also, job satisfaction is determined as an attitudinal variable.
12. **Tiwari [2017]** carried out research on 150 female employees and found 93.32% females are facing challenge of dual role. A dual role or role double in context of work life balance is issue where individual plays dual role in their life of which one at office and other at home.
13. **Vijaya Mani [2013]** explained major hinders in the work life balance of women professionals in India including conflicting roles, lack of recognition, organizational politics, gender discrimination, children care issues, poor health, problems in time management and lack of proper social support.
14. **Voydanoff [2004]** it was found that the tension of workplace leads to family conflict. The tension is more in case of women as compared to men because in usual scenario women's are expected to work at home after their return from workplace. The most essential component to reduce this tension is founded to be family support
15. **Lethal (2007)** the study showed no relationship between job satisfaction and educational level. It is observed that urban employees were more satisfied because they recognise their job as ideal profession then rural employees. Moreover, married employees were more satisfied than unmarried ones. However, employee with higher rank faced less satisfaction than that of lower rank employees.
16. **Lucas (2004)** in an article pointed out to think of rural urban migration in form of "life learning". In his models, an urban area is a place where the migrants can generate and exercise their skills as required. Thus skilled jobs are available to people who has migrated a time ago while less skilled jobs are given to new arrivals.

RESEARCH OBJECTIVES

1. To underline the key-components of the work-life balance.

2. To compare the work life balance of the males and females.
3. To compare the work life balance of urban and rural area.
4. To understand role and impact of work life balance in life.

RESEARCH METHODOLOGY

1. Research Design-

A research design is the framework of research methods and techniques chosen by a researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter. This research is based on 'descriptive research' approach. It is based on a theoretical framework and will conclude a detailed solution for the research problem.

2. Data Collection-

This research is based upon both sources of data collection. They are- primary and secondary sources. The primary source of data collection is sample survey with the help of questionnaire [online]. However, the secondary data is collected from a lot of sources including books, websites and references.

3. Research Tool-

The research tool used in this study is questionnaire (Google form). It is conducted through online mode. It comprises of 19 questions all of which are in close ended questions format. The questionnaire was sent to employees of the concern bank.

4. Sample Method

The area of study is limited to Bareilly district including both urban and rural areas of the district. In this study, the sample method used to carry out research is 'simple random.' It is a kind of sampling where equal chance is given to all the items in the population for being selected.

5. Sampling Design

The seniority list issued by the bank is used as the sampling frame for the study. The sample size of study is 100 including both male and female employees. A total of 82 responses were collected through this online survey.

Which is most essential component of work-life balance?

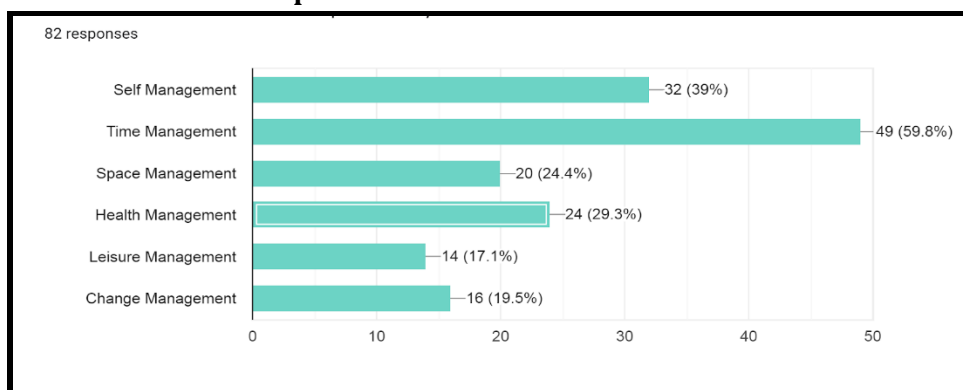


Figure 2- Component of WLB

| Components | Responses | |
|--------------------|------------|---------------|
| | In Numbers | In Percentage |
| Self Management | 32 | 39.0% |
| Time Management | 49 | 59.8% |
| Space Management | 20 | 24.4% |
| Health Management | 24 | 29.3% |
| Leisure Management | 14 | 17.1% |
| Change Management | 16 | 19.5% |
| Total | 82 | 100% |

Table 1- Components of WLB

INTERPRETATION

Out of 82 responses-

- Time is considered as most essential component of work life balance.
- 59.8% of response chosen time management as the key component.
- Followed by Self management (39%) and Health management (29%)

In general speaking, we determine time equivalent to money by saying that- ‘Time is Money.’ Here also respondents have analyzed the value of time which being a major cause of imbalance in work life. On the other extreme Leisure management is considered least important component.

How satisfied are you with your current work life balance?

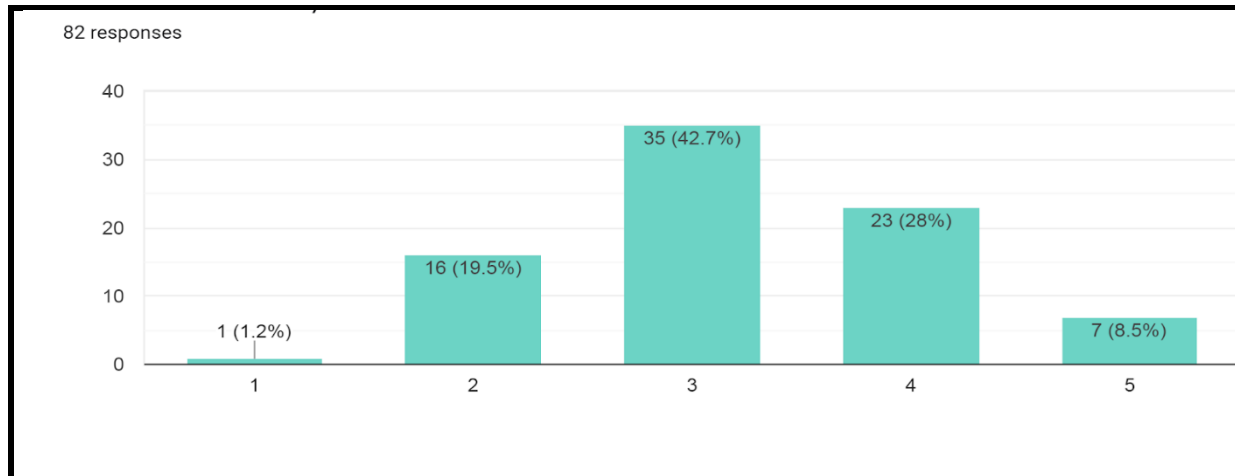


Figure 3- Satisfaction Level

| Points | Meaning | In Number | In Percentage |
|--------|-----------------------|-----------|---------------|
| 1. | Extremely Satisfied | 01 | 01.2% |
| 2. | Very much Satisfied | 16 | 19.5% |
| 3. | Moderately Satisfied | 35 | 42.7% |
| 4. | Very Less Satisfied | 23 | 28.0% |
| 5. | Extremely Unsatisfied | 07 | 08.5% |
| | Total | 82 | 100% |

Table 2- Satisfaction Level

INTERPRETATION

Out of 82 responses-

- 42.7% of employees are moderately satisfied to their work life balance.
- 28.0% of employees are very less satisfied with their work life balance.
- Only 1 employee is found to have complete satisfaction in this regard.
- 8.5% of employees are extremely unsatisfied with their work life.

Here the statistical data is much more tending towards central tendency. It is very astonishing that only 1.2% of employees are extremely satisfied with their work life balance while 8.5% are extremely unsatisfied which may lead them to stress, anxiety and medical problems also. The main reason for unsatisfied employees is due to the inability to manage time.

| Points | | Males | | Females | |
|--------------|-----------------------|-----------|-------------|-----------|-------------|
| | | In No. | In % | In No. | In % |
| 1. | Extremely Satisfied | 06 | 11% | 03 | 11% |
| 2. | Very much Satisfied | 15 | 26% | 08 | 30% |
| 3. | Moderately Satisfied | 24 | 43% | 08 | 30% |
| 4. | Very Less Satisfied | 10 | 18% | 07 | 25% |
| 5. | Extremely Unsatisfied | 01 | 02% | 01 | 04% |
| Total | | 55 | 100% | 27 | 100% |

Table 2.1- Satisfaction Level- Male vs. Female

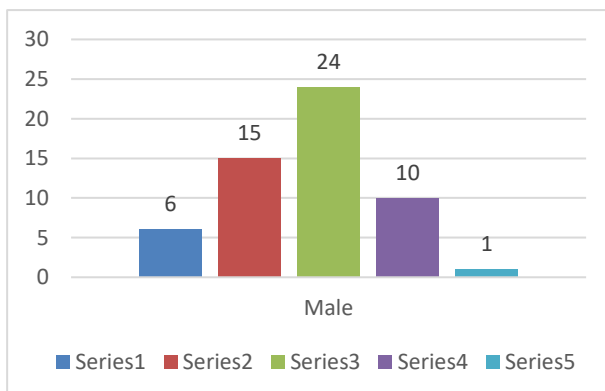


Figure-3.1- Satisfaction Level-Male

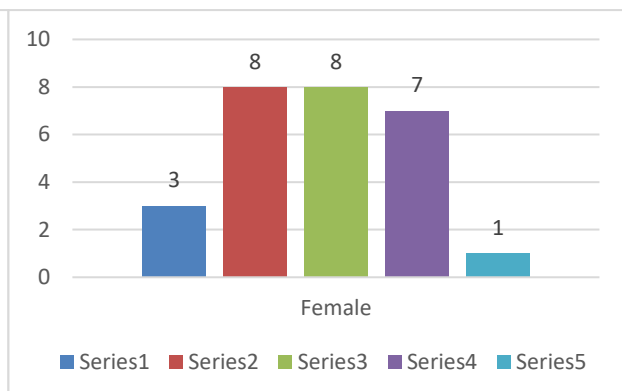


Figure 3.2- Satisfaction Level-Female

INTERPRETATION

- Only 2% of male employee are highly often satisfied with their work life
- 11% of both male and female employees are very less often satisfied.

Both male and female employee maximum number falls below moderate. This indicates it is very challenging to maintain and satisfy from a proper work life balance.

| Points | | Rural | | Urban | |
|--------|-----------------|--------|------|--------|------|
| | | In No. | In % | In No. | In % |
| 1. | Very less often | 04 | 09% | 04 | 11% |
| 2. | less often | 14 | 32% | 09 | 24% |
| 3. | Medium | 19 | 43% | 13 | 35% |

| | | | | | |
|--------------|-----------------|-----------|-------------|-----------|-------------|
| 4. | Quite often | 07 | 16% | 10 | 27% |
| 5. | Very much often | 00 | - | 01 | 03% |
| Total | | 44 | 100% | 37 | 100% |

Table 2.2- Satisfaction Level- Urban vs. Rural

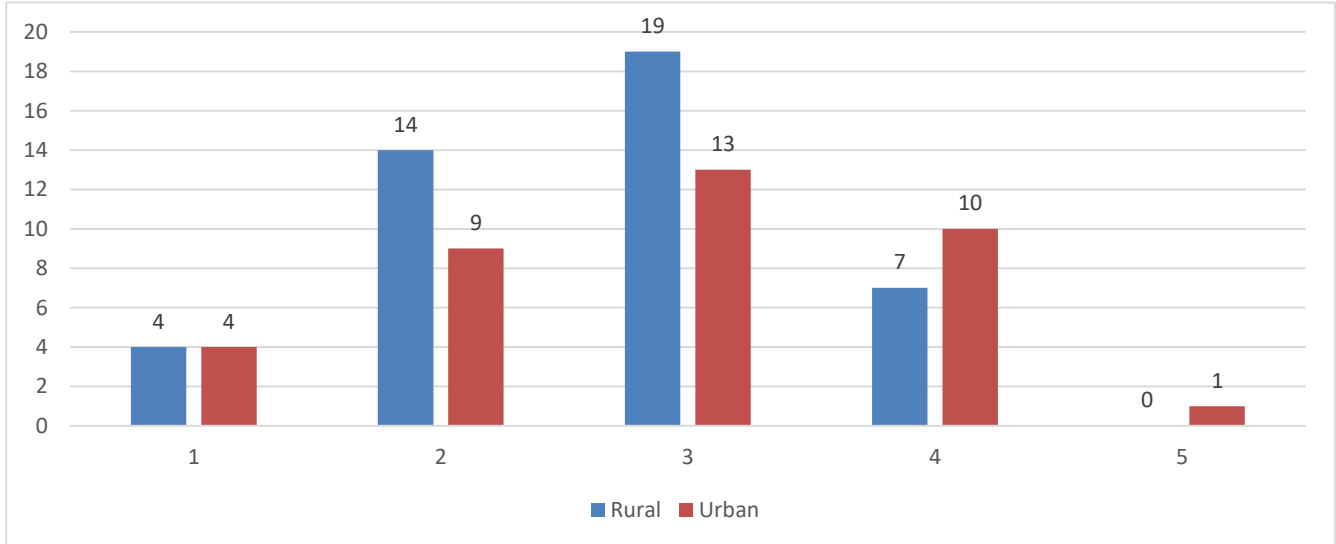


Figure 3.3- Satisfaction Level- Urban vs. Rural

Interpretation-

- 43% rural and 35 % urban employees have moderate satisfaction level.
- There is no rural employee who is very often satisfied from his work life.

Rural employees are more on an average less satisfied to their current work life status as compared to urban employees. A normal distribution occurs in both senior of urban and rural.

2. Have you ever thought to leave or switch your job?

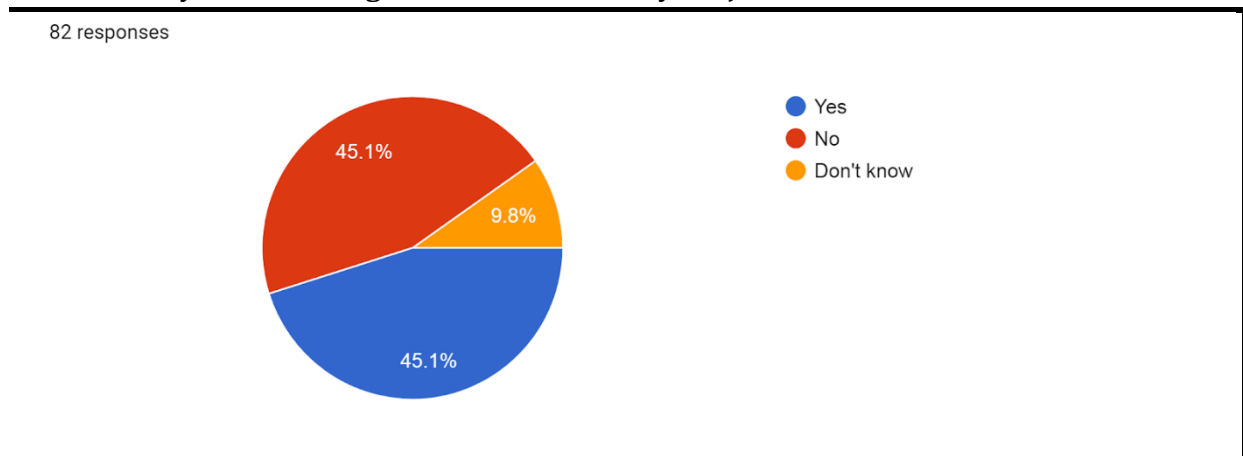


Figure 4- Switch Job

| Options | In Number | In Percentage |
|---------|-----------|---------------|
| Yes | 37 | 45.1% |
| No | 37 | 45.1% |

| | | |
|------------|----|------|
| Don't Know | 08 | 9.8% |
| Total | 82 | 100% |

Table 3- Switch Job

Interpretation-

There are total 82 respondents that are present in the survey out of which there is a contradict statement from majority of employee. 45.1% of the employee is on both side- yes as well as no. A small segment (9.8%) is not so sure in making a decision. Hence, there is a tie between the employees.

| Gender | Yes | % | No | % | Don't Know | % | Total | Total |
|--------|-----|-----|----|-----|------------|-----|-------|-------|
| Male | 26 | 47% | 26 | 46% | 04 | 07% | 56 | 100% |
| Female | 13 | 50% | 10 | 38% | 03 | 12% | 26 | 100% |

Table 3.1- Switch Job- Male vs. Female

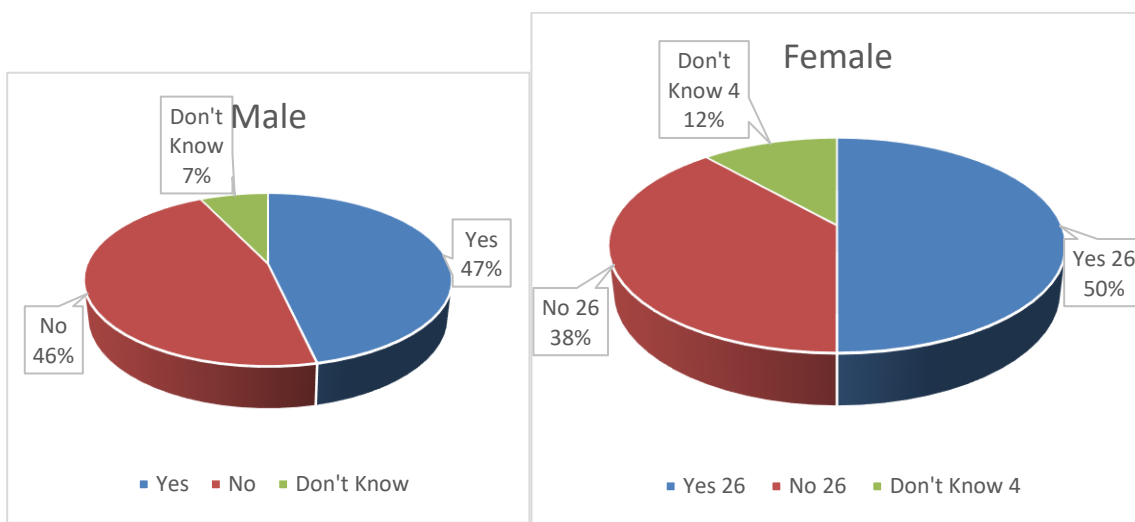


Figure 4.1- Switch Job- Male

Figure 4.2- Switch Job- Female

Interpretation

- 47% male and 50% female agreed about thinking to switch job.
- 46% male and 38% female disagree to think about this concern.
- However, 07% and 12% of males and females are still not sure.

The above figures are representing that more females are in favor to leave or switch the job as compared to males. It represents that bank is not doing efforts to provide female employees assurance. In previous slide, we have already seen the bank does not have crèche facility.

| Branch | Yes | % | No | % | Don't Know | % | Total | Total |
|--------|-----|-----|----|-----|------------|-----|-------|-------|
| Rural | 21 | 48% | 21 | 48% | 02 | 4% | 44 | 100% |
| Urban | 18 | 47% | 15 | 39% | 05 | 14% | 38 | 100% |

Table 3.2- Switch Job-Urban vs. Rural

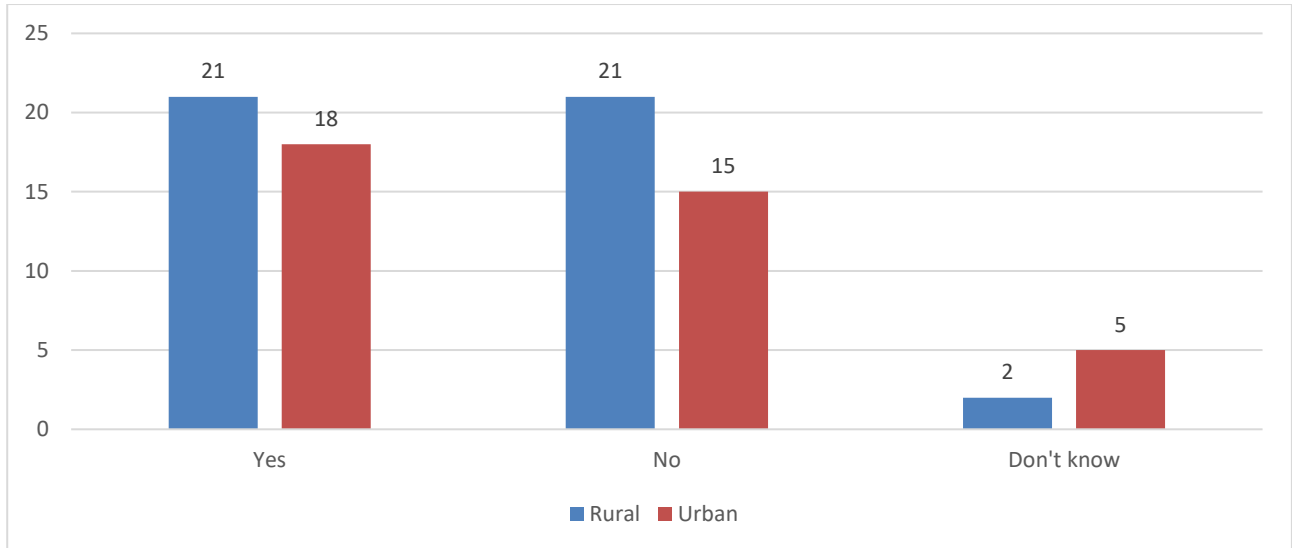


Figure 4.3- Switch Job-Urban vs. Rural

Interpretation

- Rural employee ties with 48% who agree as well as disagree.
- 47% urban employees has thoughts about leaving or switching the job
- 39% urban employee however had denied this thought.

The above figures are representing that more urban employees are in favor to leave or switch the job as compared to rural employees. Urban employees have a fear of rural transfer with promotion. That is why most of respondent belongs to clerical and Scale-1 post.

3. Do you get enough time to complete household needs?

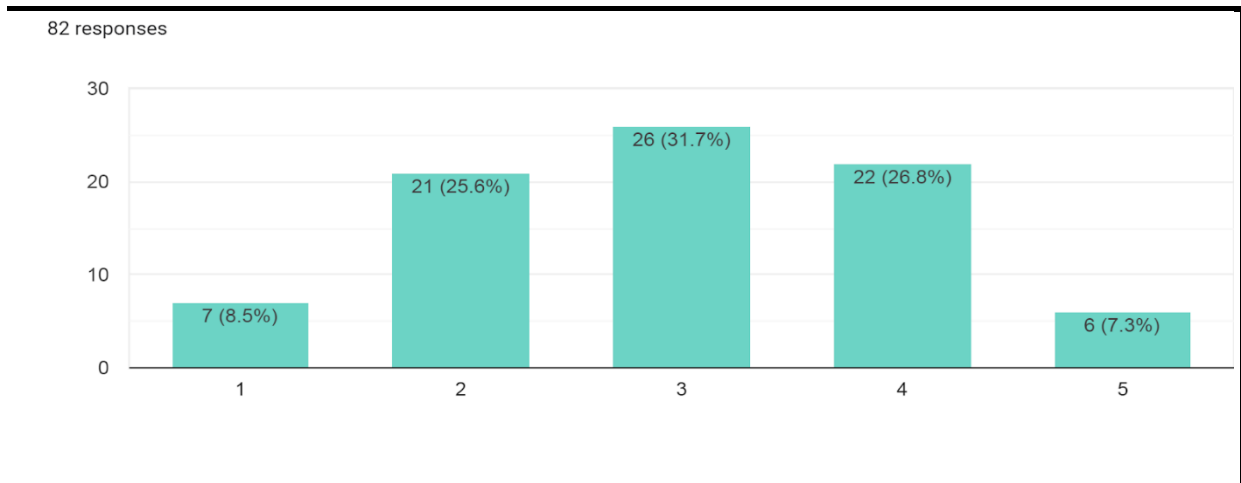


Figure 5- Household needs

| Points | Meaning | In Numbers | In Percentage |
|--------|-----------------|------------|---------------|
| 1. | Very less often | 07 | 08.5% |
| 2. | less often | 21 | 25.6% |
| 3. | Medium | 26 | 31.7% |

| | | | |
|----|-----------------|----|-------|
| 4. | Quite often | 22 | 26.8% |
| 5. | Very much often | 06 | 07.3% |
| 6. | Total | 82 | 100% |

Table 4- Household needs

Interpretation-

Out of 82 responses

- 31.7% of employees are moderately able to complete household needs.
- 26.8% of employees quite often able fulfill their household needs.
- 25.6% of employees less often able to complete their household needs.

Here the statistical data is much more tend towards central tendency. Most of the employee has chosen the middle path in describing their ability to fulfill household needs. Again we have seen majority of them also chosen family as a key priority of life but time, which is also chosen as most crucial component of work life balance is a major player here.

| Points | | Males | | Females | |
|--------------|-----------------|-----------|-------------|-----------|-------------|
| | | In No. | In % | In No. | In % |
| 1. | Very less often | 05 | 09% | 02 | 07% |
| 2. | less often | 16 | 29% | 04 | 15% |
| 3. | Medium | 18 | 33% | 08 | 30% |
| 4. | Quite often | 11 | 20% | 11 | 41% |
| 5. | Very much often | 05 | 09% | 02 | 07% |
| Total | | 55 | 100% | 27 | 100% |

Table 5.1 – Household Needs-Male vs. Female

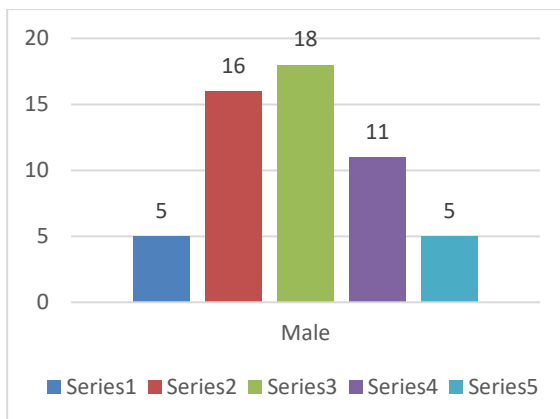


Figure-5.1- Household Needs-Male

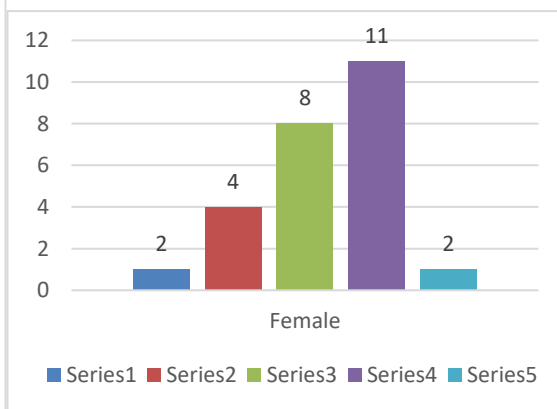


Figure 5.2- Household Needs-Female

Interpretation-

- 41% female employees are quite often able to complete household needs.
- 29% male employees are less often able to complete household needs.
- Females are more active in handling household needs than male employees

4. What is your manager's orientation towards you?

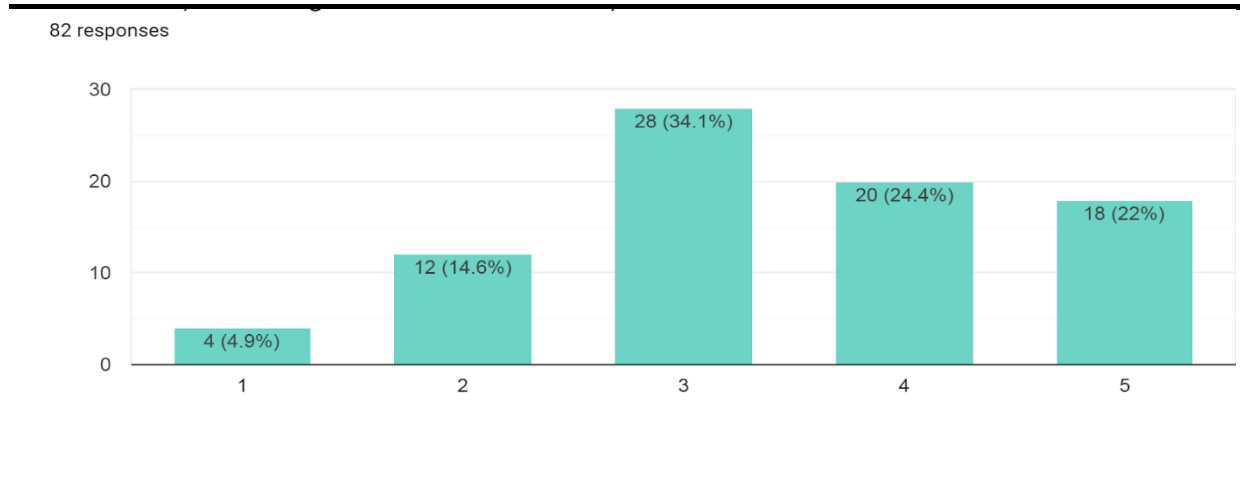


Figure 6- Manager's Orientation

| Points | Meaning | In Numbers | In Percentage |
|--------|----------------------|------------|---------------|
| 1. | Relation Oriented | 04 | 04.9% |
| 2. | Communal Oriented | 12 | 14.6% |
| 3. | Middle Path Oriented | 28 | 34.1% |
| 4. | Fragmented Oriented | 20 | 24.4% |
| 5. | Task oriented | 18 | 22.0% |
| | Total | 82 | 100% |

Table 5- Manager's Orientation

Interpretation-

Out of 82 responses-

- 04.9% employee beliefs that managers are relationship oriented.
- 14.6% employee's opinion is that of networked orientation.
- 34.1% of majority employee thinks managers choose middle path
- 24.4% employee beliefs managers are more fragmented in nature
- 22.0% employee responded that managers are more task focused.

1. Relationship Orientation- A manager who is totally lenient towards making good relations with employees and do not focus on the job to be done are relation oriented. They are more empathetic and prefer taking care of their employee and treat them as family. In short these managers are high on socialibility and low on solidarity.

2. Communal Orientation- A manager who is focused on relationship with his employees but also at same time focus on job. These managers improve moral and encourage employees by providing challenging tasks and assigning authority to face obstacles. They work as a team. In short, they are high on both socialibility and solidarity.

3. Middle Path Orientation- A manger that equally focus on both task as well as relationship with employees. They are considered by Blake and Mouton in there Managerial Grid model as (5,5). Such managers are said to take middle road while maintain relations and caring out work from employee.

4. Fragmented Orientation- A manager who neither focused on the relations with employees and nor on their performance or the task. These managers fragment themselves from others. It is considered opposite of communal orientation. They are low on both socialibility and solidarity.

5. Task Orientation- A manager who is totally lenient towards achieving targets and completing task while ignoring the perspective of good relations with employees are called task oriented. They also called as mercenary. In short these managers are low on socialibility and high on solidarity.

(Blake & Mouton, 1964)

| Points | | Rural | | Urban | |
|--------------|----------------------|-----------|-------------|-----------|-------------|
| | | In No. | In % | In No. | In % |
| 1. | Relation Oriented | 02 | 05% | 01 | 03% |
| 2. | Communal Oriented | 12 | 27% | 10 | 27% |
| 3. | Middle Path Oriented | 14 | 32% | 13 | 36% |
| 4. | Fragmented Oriented | 09 | 20% | 09 | 25% |
| 5. | Task oriented | 07 | 16% | 04 | 09% |
| Total | | 44 | 100% | 37 | 100% |

Table 5.1- Manager’s Orientation-Urban vs. Rural

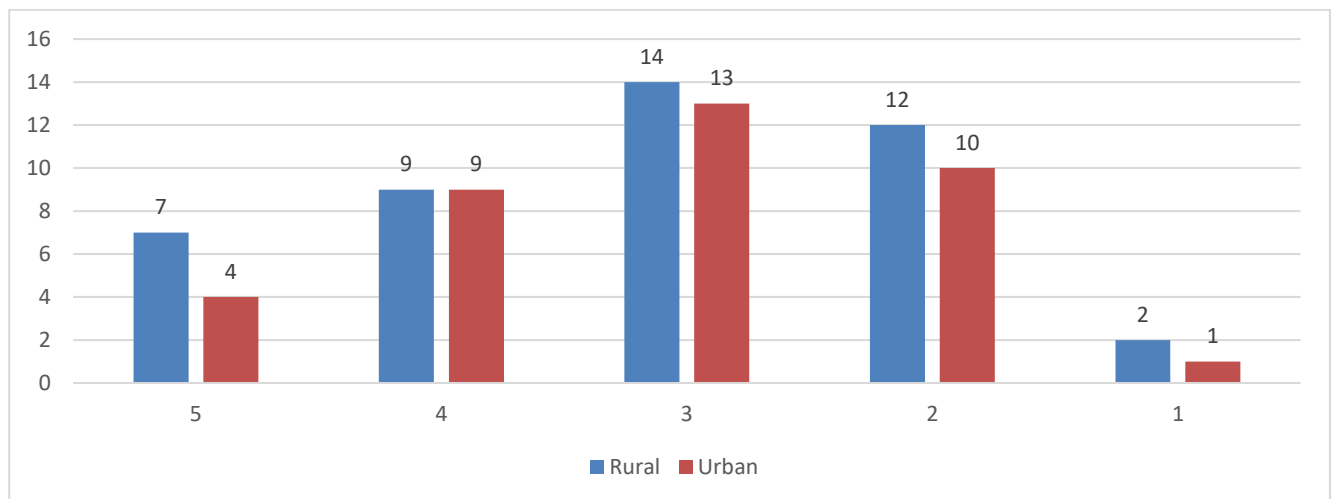


Figure 6.1- Manager’s Orientation-Urban vs. Rural

Interpretation-

- 32% of rural employee believes manager orientation is middle path.
- 36% of urban employee believes manager orientation is middle path.
- Communal orientated style of manager is responded by 27% employees.

Task oriented managers are more present than that of relationship based in context of both urban and rural branches. However, major responses are in between relationship to middle path oriented managerial style.

CONCLUSION

This research is driving to a conclusion that family and career life is both important to employees. However, when it comes to choose one between the two, most of employee will go with family because at last it is the only thing one is engaged in a career. It becomes very difficult to maintain a sound balance but focusing on all 6-elements of the work life balance can help in achieving a close to sound balance between the two.

It is seen performing activities on the basis of priority is missing and is also responsible to act as a major hindrance between a sound balances. As said early, there is no link that matches self, time, space, change, leisure and health management. In absence of such link employees faces difficulty to interlink activities and make schedules properly. Finally it leads to a poor routine life and with no hopes for new sunshine day.

That is why priority to work is essence of work life balance. Moreover, an individual can take counseling sessions, yoga sessions, join clubs where he or she can spend some good time with people of their own interest, make art to express untold feelings etc could be some other ways to improve mental and physical well being. Reinforcement is also crucial otherwise there will be no end result that could bring change.

It was found in the research that employees are less able to balance their work and life. Thus a need for priority based activity is raised. Here the activities are directly influenced by the components of work life balance. The activities can be divided into 3 types-

Core- These are those essential and critical activities that are needed to be completed whenever

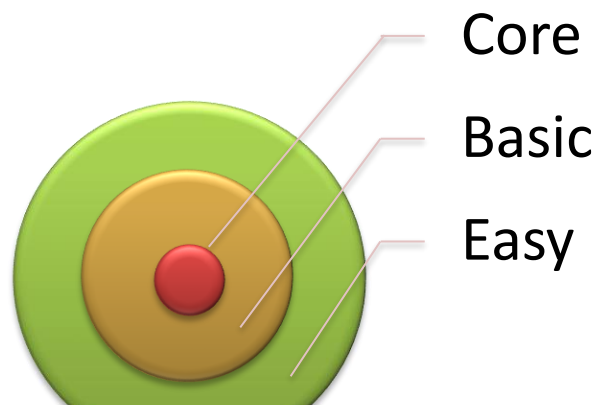


Figure 7- Activity Priority Model

situation arise. Such activities may also be time-bounded or place bounded also. They often result in bringing major changes in your long term life because they are passion driven also.

Basic- These are also essential but not so critical activities. Usually such activities occur on regular basis. They act as a complimentary to core activities but cannot supplement them. All these activities are pliable in nature and make changes for a short period in your life.

Easy- These are neither essential nor so critical activities. However, they are also a part of our life

occasionally. They are most flexible, refreshing and love to do activities. A danger associated to them is they may make a compromise above two activities leading to instant imbalance in life.

ABOUT THE BANK

Baroda UP Bank is a regional rural bank established under the Regional Rural Bank Act, 1976. It is sponsored by bank of baroda. The bank current head office is at Gorakhpur. There are total 81 branches and a regional office (RO) under bareilly judistriction. The branches are occupied with 337 staff members.

LIST OF BRANCHES COVERD IN THIS STUDY

1. Regional Office, (Urban)
2. Bareilly Main (Urban)
3. New model colony, (Urban)
4. Koharapeer (Urban)
5. CB-Ganj (Urban)
6. Harunagla (Urban)
7. Peerbahora (Urban)
8. Dohra (Urban)
9. Bilwa (Rural)
10. HurHuri (Rural)
11. Shergarh (Rural)
12. Dalel Nagar (Rural)
13. Meerganj (Rural)
14. Jadaunpur (Rural)
15. Baheri (Rural)
16. T.P. Nagar (Rural)
17. Nawabganj (Rural)
18. Byodhan Kurd (Rural)
19. Kesarpur (Rural)
20. Hardaspur (Rural)
21. Aurangabaad (Rural)
22. Kanman (Rural)
23. Fateganj (Rural)
24. Kua Dande (Rural)
25. Pithari (Rural)
26. Sethal (Rural)
27. Uttam Nagar (Rural)
28. Bhilliaya (Rural)

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