

A Study on Work Life Balance and Job Satisfaction in Small Scale Industries in Bangalore City

Narasimha Raju K

Assistant Professor, Department of Commerce, Government First College Kolar – 563101, Karnataka, India

Abstract: *Over the past years, work - life balance has been considered important, for it has already become unattainable due to increasing pressure at work. Due to the awareness of the influence of the fast - pacing working environment, studies about work - life balance have been undertaken in a contemporary, global setting. In Bangalore, in many industrial areas, a high priority is placed on employees output rather than their work balance. Younger employees are open to the idea of having a balanced life. They prefer to draw distinctions between their job and personal lives. In contrast, other employees saw work - life balance as highly unrealistic and varied with the reality of their circumstances. Even older workers are more likely to pay more attention to the demands at work. The main objective of the study is to study work - life balance and job satisfaction in small - scale industries in Bangalore city. Descriptive research methodology was used to find out the results for the hypothesis set. A structured questionnaire and interview method were used to collect the data. The sample frame consisted of employees working in small - scale industries in Bangalore. The sample size consisted of 308 employees working at the operational level. The analysis is carried out by SPSS software. The main results revealed that employees work - life balance and factors relating to job satisfaction. The regression equation tool was applied for the analysis to find the relationship between the variables selected. It is found that creative management, changing working environment, human resources development, child's care in the company, career management, membership registration, group activity integration, pride in work, education and experience, stress level, the company's rules and regulations, freedom to work, career growth, and the brand image of the company were significantly associated with employees' job satisfaction in small - scale industries in Bangalore.*

Keywords: Work Life, Balance, Job Satisfaction, Small Scale Industries, Bangalore

1. Introduction to Work - Life Balance

Work - life balance refers to the level of happiness or satisfaction between work and family in one's work life (Hazemi, A. A., Ali, W.2016). Those who enjoy their work are said to have a high quality of work life, while those who are unhappy or those whose needs are not met are said to have a low quality of work life. The quality of work life is seen as an alternative to the control approach to managing people (Hussein, O., Njati, 2016). The work - life balance approach considers people to be an "asset" to the company rather than "costs." It hopes that they will perform better when people are allowed to take part in the management of their work and make decisions. This style motivates people by meeting their economic, social, and psychological needs. To satisfy the new employees, companies need to focus on job design and work organization (Mondy, W., Noe, M., Premeaux, R.1999). Moreover, today's employees realize the importance of relationships and try to strike a balance between professional and personal life. Before World War II, the W. K. Kellogg Company created four six - hour shifts to replace the traditional three daily eight - hour shifts, and the new shifts resulted in increased employee morale and efficiency. In the 1980s and 1990s, companies began to offer work - life programs (Mohare, R., Agrawal, A 2016). While the first wave of these programs was primarily to support women with children, today's work - life programs are less gender - specific and recognize other commitments as well as those of the family. Employees in global communities also want flexibility and control over their work and personal lives. Life is a balancing act, and in society, it is safe to say that almost everyone is seeking work - life balance (Nadeem, M., & Abbas, D.2009). But what exactly is work/life balance? We have all heard the term, and many of us complain that we don't have enough of it in our lives. Among men and women alike, the frustrating search for work/life balance is a frequent

topic of conversation, usually translated into not having enough time and/or support to do, handle, or manage our work commitments or personal responsibilities. To handle work - life balance (Varatharaj, V., & Vasantha, S.2012), emphasize that working adults learn to build networks of support at home, at work, and in the community. Conflict between work and family has real consequences and significantly affects the quality of family life and career attainment of both men and women (Persson, M., Håkansson, E 2018). The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work role, and the need to choose between two apparent opposites—an active and satisfying career or marriage and children. A small - scale industry contributes greatly to the country's economy. It is one of the major means to overcome unemployment (Vatharkar, P., 2017). It leads to improvements in the job satisfaction of the employees and contributes to the overall performance of the industries. The contribution of small - scale industries in total industrial output is 39.42%, with a 35% share in exports and 6.71% in gross domestic product, and they provide employment to about 27.14 million percent's (according to the ministry of SSI, 2004 - 05). The absence of work - life balance leads to dissatisfaction in the job and a lack of motivation and morals. The reasons for non - performance in SSI are many, like lack of finance, technology, non - availability of skilled labor, turnover, absenteeism, etc., but the hidden cause for all these troubles is one and only quality of work life (Yadav, R., & Dabhade, N.2013).

Employees Job Satisfaction in Small Scale Industries

The concept of employee satisfaction has been a focus for research and practice for the last two decades in particular and considered to be a critical issue for organizational performance (Alemu, F 2018). A number of scholars and management "Pundits" have stressed the importance of

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employee satisfaction and its influences on organizational performance as much as customer satisfaction (Hossain, M. I., Limon, N 2018). The concept of employee satisfaction is a multi - dimensional and interdisciplinary term that has attracted the attention of researchers and practitioners from different disciplines such as psychology, human resource management, organizational behavior, TQM, and so forth. There are a large number of studies that analyze the term from many different perspectives and its relationship with various organizational variables (Hair, J. F., Ringle, C.2011). However, there is no universal definition of employee satisfaction that exposes all these dimensions at the same time. Most of the definitions emphasize the importance of employees' job - related perceptions that link the expectations of employees and what they receive in return (Atkinson, C. M.2011). Some researchers focus on the overall job satisfaction or even life satisfaction of employees, whereas others underline a variety of satisfaction facets such as satisfaction with pay, promotion, supervisor, and co - workers. Experts describe job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. According to this, employee satisfaction is a "function of the perceived relationship between what one wants from one's job and what one perceives it as attained" (Azeem, S., & Akhtar W.2014). The relationship between "appropriate" HRM practices and positive employee attitudes, including employee satisfaction, loyalty, and productivity, has been widely analyzed. It is also suggested that treating employees as a valuable asset improves their commitment and loyalty, which leads to higher performance (productivity) and quality (Fapohunda, T.2014).

Job satisfaction is the pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. The employees who enjoy their work and perform it well will have a sense of fulfillment, in other words, job satisfaction. It is the degree to which a work provides enjoyment, accomplishment, and gratification for the employee (Jackinda, J., 2016). In today's business world, job satisfaction is a key determinant in the achievement of organizational goals. As a result, organizations look for different ways of motivating their employees in order for them to give their best to the organization. Job satisfaction is a focal point in any establishment (Kumar, K., Ramaswamy, V 2018). Salary, social status, advancement, ability utilization, administrative - employee relationship, creativity, and security are the main factors that determine job satisfaction amongst small - scale industry employees (Arunika, M., Kottawatta, H.2015). Impact of pay and promotion on job satisfaction in the small - scale industries in India found that pay has a significant influence on job satisfaction, but promotion has less influence and is partially significant to job satisfaction (Gaur, S., Saminathan, J., 2011).

2. Literature Review

An organization cannot build a good team of working professionals without good human resources. The key functions of the Human Resources Management (HRM) team include recruiting people, training them, performance appraisals, motivating employees, as well as workplace communication, workplace safety, and much more. HRM can be considered one of the most vital functioning areas of

management and a source to achieve a suitable competitive advantage for an organization (Atkinson, C. M.2011). Therefore, every organization is very keen to utilize its human resources in an efficient and effective manner to achieve intended goals and objectives (Varatharaj, V., & Vasantha, S.2012). Work - family balance is defined as (Alemu, F 2018) satisfaction and good functioning at work and at home, with a minimum of role conflict. Simply put, the work - life balance arrangements are an important element in meeting this challenge without considering gender. Ex: Women are to take care of their families and children and need to work, and nowadays most women work and share their duties with men, etc. To Achieving some level of personal growth may be quite related to the quality of communication in the industry. Communication plays a vital role in achieving results in priority areas. Industry can improve the quality of working life through improving the nature and quality of communication of the mission and vision through the use of a team as a first step in the process of employee participation (Hazemi, A. A., Ali, W.2016). Career development and growth: The purpose of career planning as part of an employee development program is not only to help employees feel like their industry is investing in them but also to help people manage the many aspects of their lives. Flexible work arrangements: Flexible work arrangements are thought to contribute to job motivation and dedication. They also enable the employee to use time more effectively by scheduling activities in a way that suits his or her situation best.4. Family - responsive culture: the industry and culture toward combining work and family roles is important for employees seeking work - family balance. Employee motivation: The money is not the only motivation; other environments also play a very vital role for employee motivation and performance (Vatharkar, P.2017). Industrial climate: Various facts of industrial climate have been measured, and previous research on work - life balance. Three of them are affective, cognitive, and instrumental. The affective facet of industrial climate primarily comprises the quality of relationships in the industry (Vatharkar, P.2014). The cognitive climate facet consists of a sense of deriving intrinsic reward from one's work comprising of meaningfulness, competence, self - determination, impact, and work - family interference. The instrumental climate facet is defined as follows: work process, structure, and extrinsic rewards, including access to resources and time control. Job satisfaction: Job satisfaction is one of the central variables in work and is seen as an important indication of working life quality.8. Industrial support: Industrial support is defined as the extent to which employees perceive that the industry values their contributions and cares about their wellbeing (Varatharaj, V., & Vasantha, S.2012). (Persson, M., Håkansson, E.2018) There is no one right definition, explanation, or understanding of the concept that is work - life balance; it has multiple overlapping definitions that differ across organizations and research studies. The authors suggest that "the term was initially understood by researchers as satisfying low levels of conflict between work and non - work demands. " (Mondy, W., Noe, M.1999) state that work - life balance is the balance of satisfaction between a person's family life and their work life. Nadeem, M., & Abbas, D. (2009) suggest that work - life balance refers to the way employees manage their work and non - work activities. Many research studies and organizations have defined the concept; however, as

previously mentioned, there is no one right way to define, explain, or understand work - life balance. Many research studies have shown that the idea of a work - life balance started in the Nineteen Seventies, and it represents the balance an individual has between their work life and the demands of their personal life (Hazemi, A. A., Ali, W.2016). The concept emerged when women first entered the workplace and began experiencing difficulties in managing the demands of work and the demands of their personal life (Alemu, F., 2018). In the workplace, employers began to deal with these work - life balance issues by providing extra benefits such as maternity leave and childcare (Hossain, M. I., Limon, N.2018). However, the majority of employees in the workplace, regardless of gender, are beginning to value and appreciate a successful work - life balance more and feel their employers play an important role in ensuring this balance is achieved. Brid (2006) points out that multiple research studies have shown that individuals across different generations and genders are now considering work - life balance and the culture of an organization before accepting a job opportunity (Atkinson, C. M.2011). A successful work - life balance is not only becoming an important factor for employees; it is also becoming a priority for employers, as when achieved, it can have many benefits, including enhancing employee performance, productivity, and the overall success of an organization. (Fapohunda, T.2014) suggests that work - life balance is the most important topic being discussed in boardrooms and that it's predicted to be one of the most important issues organizations human resource (HR) departments will have to manage. The Chartered Institute of Personnel and Development (CIPD) (2019) recently conducted a survey in the United Kingdom with over 5000 people, which highlighted work - life balance as a specific problem, with people reporting that their job caused disruption at home, stress, and made it hard for them to switch off. The CIPD (2019) is recommending that employers introduce a greater range of flexible working practices to address these concerns and also to benefit their business in the future. (Arunika, M., Kottawatta, H.2015) advised that introducing flexibility into the workplace is essential if employers and HR departments want to ensure their employees are achieving a successful work - life balance. The CIPD (2019) describes workplace flexibility as "giving employees flexibility on where, when, and the hours they work" and suggests some of the most common flexible working practices are flexitime, job sharing, part - time working, and home - working. The types of practices offered to employees will depend on their organizations and their roles. (Hussein, O., Njati, I. C.2016) discuss numerous reasons why a work - life balance is important, including how it has a noticeable effect on an individual's ability to do their job and their performance (Mohare, R., Agrawal, A.2016). The authors suggest that from an organizational point of view, management can take many steps and implement different policies, practices, and procedures to help encourage employees to achieve a healthy work - life balance. As previously mentioned, organizations could introduce flexibility, focus on 9 outcomes rather than the amount of time spent at work, ask employees how they can support them, and much more (Kumar, K., Ramaswamy, V2018). Mazerolle and Goodman (2013) conducted a research study to explore the factors that influence work - life balance. Three factors that stood out from their data collection and analysis

were (1) having a family - oriented and supportive work environment; (2) having non - work outlets to engage in; and (3) individualistic strategies such as good communication and setting boundaries (Jackinda, J., 2016). Mazerolle and Goodman (2013) also found that work - life balance was one of the foundations for having a successful organizational environment, and participants reported this as being heavily influenced by the management style they were experiencing. This emphasizes the important role that all organizations have to promote and encourage a work - life balance among all their employees. Yadav, R., & Dabhade, N. (2013) discuss some of the many benefits that can be seen when employees in a workforce have a healthy work - life balance. These include having lower levels of staff turnover, greater levels of job satisfaction, more commitment and productivity, and a decrease in the number of physical and emotional issues reported at work. These benefits mentioned highlight yet again the importance of organizations and employers promoting and encouraging work - life balance (Hair, J. F., Ringle, C.2011).

3. Research Problem

This study will provide information on the work - life balance of employees working in small - scale industries in Bangalore. In Bangalore City, with a new way of working flexibly, which will lead to job satisfaction and better work - life balance. This study is important because no previous study has been undertaken in the area of work - life balance of employees working in small - scale industries in Bangalore, so this study will fill the gap. The findings of this study will not only help the organization to implement good work flexibility arrangements, but will also help to implement them in an effective way. In addition, the results of implementation of the recommendations of this study will help employees have a better life balance and higher job satisfaction. People will have more time with their families and other non - work - related activities and achieve greater job satisfaction. Moreover, this study could provide useful results that can be used by business and government leaders when they make policy decisions regarding the implementation of work life balance programs. It can also help human resource professionals to design a better work life balance program and policy to help organizations and their employees have a better balance between work and personal life.

Research Objectives

- 1) To examine the work life balance of employees in small scale industries through the literature review - a holistic approach.
- 2) To evaluate the influence of work life balance and job satisfaction of employees in small scale industry in Bangalore.
- 3) To provide suggestions for the improvement of quality of work life and the job satisfaction for the small scale industries in Bangalore.

Hypothesis

H01: There is no significant influence of work life balance and job satisfaction of employees in small scale industry in Bangalore.

H1: There is a significant influence of work life balance and job satisfaction of employees in small scale industry in Bangalore.

4. Research Methodology

The journals, web sources, and books are used as secondary data for the research. The Cronbach's alpha is applied to test the scale's reliability. A descriptive research design is utilized in the research. The respondents who participated in the study are from small - scale industries in the industrial area of Peenya, Bangalore. The sample size consisted of 308 employees. The analysis is carried out by IBM SPSS software. A regression equation tool was applied for the analysis to find the relationship between the variables selected. A personal interview was carried out by the researcher, and based on the information collected from the respondents, a structured questionnaire was prepared and distributed to collect the data. The internal consistency of the questionnaire is $\alpha = 0.91$. It is observed that the Cronbach's alpha ranges from $0.9 > \alpha \geq 0.8$, therefore the internal consistency is good. The purposeful sampling method is utilized to collect the samples. .

5. Data Analysis

R^2 measure the variation explained by the regression model is (.728) being high indicating model fits the data well. Significant of F change is less than 0.05 which indicates Employees work life balance have significant influence with employees Job satisfaction in small scale industries in Bangalore. 14 variables of the factors related to Employees work life balance were used to predict Job satisfaction in small scale industries in Bangalore. The regression analysis

shows that, the value of "R" indicates high degree of correlation co-efficient (.853^a) between Employees work life balance and Job satisfaction. Factors related to work life balance influencing Job satisfaction in small scale industries = (.730) + (-.050* *Creative Management*) + (-2.542* *Changing working environment*) + (2.551* *Human Resources Development*) + (-2.791* *Child's Care in company*) + (3.222* *Career Management*) + (-.125* *Membership Registration*) + (-1.086* *Group activity Integration*) + (.249* *Education and Experience*) + (-1.753* *Stress level*) + (-2.037* *Companies rules and regulation*) + (.539* *Career growth*) + (.428* *Brand image of the company*) + m.

Since the above regression model indicates the factors of Employees work life balance are < than p value 0.05. Therefore, hypothesis statement. i. e, H1: *There is a significant influence of work life balance and job satisfaction of employees in small scale industry in Bangalore*, is accepted.

Table1: Shows relationship between employees work life balance and job satisfaction of employees working in small scale industry in Bangalore

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	0.728	0.715	0.56405

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	249.825	14	17.845	56.089	.000 ^a
Residual	93.218	293	0.318		
Total	343.043	307			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.73	0.198		3.689	0
	<i>Creative Management</i>	-0.05	0.032	-0.061	-1.549	0.012
	<i>Changing working environment</i>	-2.542	0.621	-3.236	-4.096	0
	<i>Human Resources Development</i>	2.551	0.627	3.262	4.068	0
	<i>Child's Care in company</i>	-2.791	0.213	-3.521	-13.118	0
	<i>Career Management</i>	3.222	0.287	3.728	11.237	0
	<i>Membership Registration</i>	-0.125	0.032	-0.153	-3.966	0
	<i>Group activity Integration</i>	-1.086	0.137	-1.3	-7.925	0
	<i>Pride in work</i>	0.034	0.155	0.042	0.218	0.828
	<i>Education and Experience</i>	0.249	0.118	0.302	2.113	0.035
	<i>Stress level</i>	-1.753	0.262	-2.158	-6.687	0
	<i>Companies rules and regulation</i>	2.037	0.198	2.552	10.308	0
	<i>Freedom to work</i>	-0.002	0.035	-0.003	-0.065	0.948
	<i>Career growth</i>	0.539	0.053	0.517	10.146	0
<i>Brand image of the company</i>	0.428	0.044	0.539	9.783	0	

a. Dependent Variable: Employees Job Satisfaction In Small scale Industry

Results for the Hypothesis Statement:

The small - scale industries are encouraging to generate new ideas from the group of employees in the form of implementing quality circle concepts. The results revealed that the proper payment of salaries and monetary benefits to the employees has a significant impact on job satisfaction in small - scale industries. Treating men and women in an equitable manner at the workplace enhances job satisfaction in the organization. If the institution is service - oriented, then employees tend to get job satisfaction at the same time. If the

institutional goal is making profit, then the employees morality may deviate. Small - scale industries, with the stringent performance appraisal system towards their employees, may feel distress about their work environment. Favorable organizational policies and implementing them without any bias will have a positive association with job satisfaction. Employees health is considered an important factor for job satisfaction, so small - scale industries. are implementing health and insurance schemes. Results revealed that the small - scale industries. are allowing their employees

in the decision - making process in order to build employee morale. It is identifying that small - scale industries. are giving awards and rewards for the work or the contribution made by the employees. The goals of the intuitions are also a considerable factor for job satisfaction, however. The work of the employees is expected to supervise with a friendly and stress - free working environment in the small - scale industries. Institutional corporate culture is viewed as a significant factor for job satisfaction. The corporate culture in this context is the combination of institutional policies, rules, and regulations, fare payment policies, employees' recognition and involvement, etc. Allotment of work based on individual capability is also considered a significant factor for job satisfaction in small - scale industries.

6. Suggestions

Unbiased policy framework work and adequate health and insurance programs must be implemented. A participatory management system enhances job satisfaction in small - scale industries. Rewards and recognition systems should be implemented to increase the quality of work life of the employees. The small - scale industries. should not pressurize any of their employees but instead motivate them. A suggestion cell must be implemented to provide an opportunity to speak. Well - organized infrastructure is to be available for the employees to deliver their best. The participatory management system should be strengthened. The small - scale industries. should encourage teachers to have time for social activities and to balance their professional and social lives in order to improve their performance. Registered professional bodies should be opened to protect the interests of the employees within the small - scale industries. Social gatherings, especially professional gatherings, must be done where employees feel the work environment like family. Every employee must be respected and encouraged for future growth. Implantation of quality circles, friendly supervision methods, a favorable corporate culture, prompt recognition of employees's efforts, adequate work load, and flexible rules and regulations will enhance the quality of work life and job satisfaction in small - scale industries. More importance for the gender equity among the employees must be given. The small - scale industries. are advised to implement Growth in Job programs by taking the most care. The small - scale industries. should provide an opportunity to acquire additional qualifications for their career growth. A stress - free work environment should be created among the employees. Appropriate institutional policies should be created to enhance the job satisfaction of the employees in small - scale industries. Appropriate remuneration policies should be implemented in the institution. Small - scale industries. should communicate their vision to the employees to gain their confidence in achieving their goals. 360° performance appraisal and performance - based appraisal systems should be implemented in the organization to measure the outcome of the employee's efforts.

7. Directions for Future Research

There is an opportunity to explore the factors other than employees expected quality of work life and organizational commitment in creating quality of work life. Comparative

analysis can be done between private and government manufacturing sectors in Karnataka. Multi - dimensional analyses can be done by making use of advanced statistical tools. A similar study can be conducted in other industries, such as the manufacturing industry and the services industry. There may be other pertinent variables related to quality of work life that influence job satisfaction that can be taken for the future study.

8. Conclusion

It has been widely accepted that employee satisfaction is an important concept for the success of the organization. Yet the research about employee satisfaction in SME's can be considered immature in comparison to the literature on customer satisfaction. This study analyzed employee work - life balance and job satisfaction of the employees in SME's in Bangalore. Pertinent factors have been chosen for study. The writers of this study hypothesize that there is a positive relationship between work - life balance and employee job satisfaction. The findings show that there is a positive linear relationship between all these five factors of employee satisfaction and employee loyalty. However, among these factors, pay and benefits were found to be the most important criterion, followed by management and working environment. In contrast, peers and superiors have comparatively less impact on overall employee job satisfaction. Empirical survey - based studies are seldom independent of limitations. This study is no exception. First, the sample size of 308 posed estimating problems with regard to degrees of freedom in the operationalization of employee satisfaction. This necessitated the use of summated scales for each of the components of employee satisfaction in terms of a single item, the average score. Dependent variables, such as the overall evaluation of the employee loyalty, were measured using a single - item scale. Although the use of single - item scales is not uncommon, they oftentimes do not do justice to the complexity and richness of a construct. Despite the above limitations, we believe that this study fills a gap in the literature. This is especially true in advanced and emerging markets. To have sustainable employee satisfaction and loyalty, specifically in the textile industry, becomes a key determinant of the success of human resources management activities.

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