

Work-Life Balance and its impact on Job Satisfaction: A Study on Women Police personnel of Hisar and Chandigarh Police, India

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ABSTRACT

The study aims to investigate the relationship and impact of work-life balance on job satisfaction among women police personnel of Hisar police and Chandigarh police, India. Convenient sampling method was used for collecting a sample of 200 women police personnel (100 respondents from each city) from Hisar and Chandigarh police. The findings of the study revealed a significant positive relationship between work-life balance and job satisfaction. A significant impact of work-life balance on job satisfaction was also reported. Further, age, experience and educational qualification were found to be significantly different in the level of work-life balance among women police personnel. However, marital status, state of employment and designation were not found significantly different in the level of work-life balance. The study was confined to a limited area and the sample size was also small therefore, the findings may not be generalized universally. Availability of time and possible biases of some respondents while answering the questionnaire might have affected the findings. As work-life balance plays a significant role in predicting job satisfaction therefore, the government and the department itself should implement family-friendly approaches to encourage women police personnel to balance their work-family challenges.

Keywords: Hisar police and Chandigarh police, Job satisfaction, Women police personnel, Work-life Balance

1. Introduction

Women in India are kicking down every door which tries to stop them and working hard to flip the gender scale. From riding heavy vehicle to join space missions, they are challenging patriarchy and proving everyone wrong every day. Still, they have to fight for their rights and equality almost in every profession and police profession is also one of it. In 1933, Kerala's Travancore Royal Police was the first to get its women police officer, ever since they are battling with gender restrain, physical and mental harassment, long working hours with no basic amenities and lack of proper training and developmental programmes [1].

According to BPRD January 2014, (Bureau of Police Research and Development) the percentage of women police personnel was only 6% of the total police force of India. The same report also showed that Chandigarh stands highest with around 14% of the women police force. Then, Tamil Nadu with 12% and Andaman & Nicobar Islands with 11% of the women police force. Further, Assam, Meghalaya and Nagaland have the least number of women cops (below 3%) [1]. To cope up with this situation the government has announced a reservation of 33% for women in the police force. However, in 2016, this percentage has risen to 7.10% at all

India level but doesn't it show the mentality of hypocrite Indians. This percentage spotlights the handicap structure of Indian police system and double standards of the society in general and of the police force in particular. This is one of the reasons for the skewed gender ratios in the police ranks. A recent study sponsored by the BPRD revealed that 90 % of police station staff, across the states, has to work for more than eight hours a day [1]. They have to work for more than 11 hours and often away from their home which made their dual role within work and personal life very difficult. Talking about work-life balance, organizations are using this concept worldwide for improving the quality of life of their employees. Work/life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life [2]. Work-life balance is not the outcome of only balancing work and family commitment but visiting friends and relatives, entertainment and creative activities too [3]. Whereas, job satisfaction is defined by [4] as "the fulfillment or gratification of certain needs that are associated with one's work" (p. 7). [5] Proposed that job satisfaction is a product of the difference between the employee's expectations about his or her job, and the reality of the job. The more the worker's expectations differ from the reality of the job, the lower the employee's job satisfaction. There are studies which proved that balanced work and home, leads to a more satisfied life and job as well. Therefore, there is a strong need to study work-life balance with the context of women police personnel and how the absence of it impacts their job satisfaction. The present study focuses on lower level women police personnel like constable and head constables as well as higher rank police personnel like Assistant Sub-inspector, Sub-Inspector, and Inspectors of Hisar police and Chandigarh police, India.

2. Need for the study

The dual role of women police personnel and challenges which they have to face in their day to day life could be resolved by changing the traditional notion of Indian society towards women. As Chandigarh police comprise 14% women police cops, which is highest in India and Haryana is also working hard towards increasing the participation, therefore it becomes important to recognize the challenges and their working environment so that possible solutions can be given for the upliftment. This study is one of its kind which has investigated women police personnel of Hisar (Haryana) and Chandigarh, as there were no studies so far.

3. Literature Review and Hypothesis Formation

3.1. Work-life balance

[6] Investigated work-life balance with marital status and gender among hotel managers of Taiwan. The results of the study didn't find any significant differences neither between gender and work-life balance nor between single/married hotel managers and work-life balance. However, [7] reported age to be a significant predictor of work interference in the family. Further, a significant correlation was found between work-life balance and emotional intelligence. [8] Examined work-life balance among women police personnel (constable and head constable) of Andhra Pradesh State Police Department, India. The results of the study indicated that Women who live with their parents/ in-laws and responsible to take care of their health, need support from family and workplace to balance work and family lives.

[9] Study examined women police officers of Coimbatore district and revealed dissatisfaction among women police personnel with the quality of work life and consequently facing personal and family-related issues. [10] Concentrated on Gender and work-life balance among middle-level managers of India. Findings of the study

reported women managers to experience more problem in balancing work and personal life than male colleagues. [11] Investigated socio-demographic variables and its impact on work-life balance among the selected university employees of Kelaniya. The results showed a significant relationship between gender and work-life balance whereas, the female married employee was found to be more successful in managing their personal and professional life. In addition to it, marital status was also found to be significant with work-life balance.

[12] Studied work-life balance with demographic variables among Chandigarh police personnel. The results reported a significant difference in work-life balance of police personnel with regard to gender, years of experience and rank. Further, female police personnel were found less on work-life balance score than male police personnel. The designation of police personnel also has an impact on work-life balance. The above studies led to propose the following hypothesis:

H₁: There exists a significant difference in the level of work-life balance with respect to socio-demographic variables i.e., (age, educational qualification, experience, marital status, designation and state of employment) among women police personnel of Hisar and Chandigarh police, India.

3.2. Studies on Work-life balance and Job Satisfaction

[13] Reported that practices of work-life balance were significantly and positively associated with job satisfaction. Further, gender was proved significantly different with job satisfaction whereas, female respondents were found higher in the level of job satisfaction than male respondents. [14] Examined the association between work-life balance and job satisfaction, turnover intentions among Pakistani doctors. The study findings proved a significant strong positive association between work-life balance and job satisfaction and a significantly strong negative relationship between work-life balance and turnover intention among selected doctors. However, no significant difference was found between gender and turnover intention. Moreover, the score of work-life balance and job satisfaction were found more among female respondent than male respondents. [15] analyzed the effects of work-life balance on job satisfaction and this was done among bankers of Karachi. The findings of the study proved a small but significant impact of work-life balance on job satisfaction. The study also found uncertain conditions, unemployment rate and high inflation in Pakistan were found to be the possible reasons for the same results. [16] Study revealed work-life balance to be a significant predictor of job satisfaction. A significant difference was observed between gender, job satisfaction and various factors of work-life balance. [17] Investigated the impact of work-life balance on job satisfaction and organizational commitment among the teaching staff of the University of Gujarat. The results found a significant positive association between work-life balance and job satisfaction and also among work-life balance and organizational commitment. [18] Analysed the role of perceived work-life balance and job satisfaction among hospital employees and how it effects in developing commitment among them. Further, gender was also studied with respect to various variables. The findings of the study revealed a moderate relationship between work-life balance, job satisfaction and organizational commitment among the selected employees. Moreover, a significant relationship was also found between work-life balance, job satisfaction and organizational commitment. Further, in the study, gender was also reported to be significantly different in the level of organizational commitment, perceived work interfering family life and perceived family interfering work life. [19] Examined the impact of work-life balances on job satisfaction among banking employees of private sector commercial banks, Sri Lanka. Working hours, working

conditions and intentions to leave of job and work were also studied. The results revealed a significant impact of work-life balance on job satisfaction among bank employees. [20] Investigated the relationship between work-life balance and job satisfaction among teachers of higher education in the Sultanate of Oman. Findings showed a positive correlation between work-life balance and job satisfaction. The conclusions were also made that a healthy balance between work and personal life is the key to get maximum job satisfaction therefore initiatives for the same should be taken by the concerned departments. The above studies led to propose the following hypothesis:

H₂: *There exists a significant positive relationship between work-life balance and job satisfaction among women police personnel of Hisar and Chandigarh police.*

H₃: *There exists a significant impact of work-life balance on job satisfaction among women police personnel of Hisar and Chandigarh police.*

4. Objectives of the study

1. To study work-life balance and job satisfaction among selected women police personnel of Hisar and Chandigarh police.
2. To study the difference in the level of Work-Life balance with respect to socio-demographic variables namely age, marital status, experience, educational qualification, designation and state of employment among selected women police personnel of Hisar and Chandigarh police.
2. To study the relationship between work-life balance and job satisfaction among selected women police personnel of Hisar and Chandigarh police.
3. To study the impact of work-life balance on job satisfaction among selected women police personnel of Hisar and Chandigarh police.
4. To suggest possible solutions to improve work-life balance and job satisfaction among women police personnel of Hisar and Chandigarh police.

5. Hypothesis of the study

H₁: *There exists a significant difference in the level of work-life balance with respect to socio-demographic variables namely Age, Educational qualification, Experience, Marital status, Designation and State of employment among women police personnel of Hisar and Chandigarh police, India.*

H_{1a}: *There exists a significant difference in the level of work-life balance with respect to the age of selected women police personnel of Hisar and Chandigarh police, India.*

H_{1b}: *There exists a significant difference in the level of work-life balance with respect to the marital status of selected women police personnel of Hisar and Chandigarh police, India.*

H_{1c}: *There exists a significant difference in the level of work-life balance with respect to the educational qualification of selected women police personnel of Hisar and Chandigarh police, India.*

H_{1d}: *There exists a significant difference in the level of work-life balance with respect to the experience of selected women police personnel of Hisar and Chandigarh police, India.*

H_{1e}: *There exists a significant difference in the level of work-life balance with respect to the designation of selected women police personnel of Hisar and Chandigarh police, India.*

H_{1f}: *There exists a significant difference in the level of work-life balance with respect to the city of employment of selected women police personnel of Hisar and Chandigarh police, India.*

H₂: *There exists a significant positive relationship between work-life balance and job satisfaction among selected women police personnel of Hisar and Chandigarh police, India*

H₃: *There exists a significant impact of work-life balance on job satisfaction among selected women police personnel of Hisar and Chandigarh police, India*

6. Research Methodology

6.1. Participants

The convenient sampling method was used for selecting the sample size of 200 (100 respondents from each state) women police personnel who were currently working in Hisar and Chandigarh police departments. Women police cops who were in the ranks of Constable, Head Constable, Assistant Sub inspector (A.S.I), Sub-Inspector (S.I) and Inspector included in the sample of the study.

6.2. Data Collection/Measures

- Work-life balance was measured by using WLB scale developed by [21]. The instrument measures work-life balance in the area of personal needs, social needs, time management, teamwork, compensation and work itself. It contains 36 items which were scored on a five-point Likert scale (0= Not true, 4= definitely true). Cronbach's alpha of this scale was 0.94 in the current sample.
- Job satisfaction was assessed by Job satisfaction survey (JSS) developed by [22]. The job facet included pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. It contains 36 items which were scored on a five-point Likert scale (1= strongly disagree, 5=strongly agree). Cronbach alpha of this scale was 0.93 in the current sample.

6.3. Procedure

The data for the study was collected with the help of above-mentioned scales. Questionnaires were distributed and collected personally by visiting both cities' police Thana's. All the data was put into and processed through SPSS. Inferential tests like Pearson's correlation was used to check the relationship between the independent variable (work-life balance) and the dependent variable (job satisfaction) and ANOVA and t-test was used to check the difference between demographic variables and work-life balance. Regression analysis tested the impact of work-life balance on job satisfaction among women police personnel of Hisar and Chandigarh police.

7. Results

First, by looking at the demographic profile of the respondents we revealed that 25% of women police personnel were quite young and belonged to the age group of (25-35 yrs), while 29.5% belonged to the age group of (55-65 yrs). 35 % of respondents were graduates and 23.5% have done their studies till 8th std. 77 % were married and 23.0% were unmarried. 33.5% of respondents came in the category of head constable and 20.5% were serving at the rank of A.S.I. 29.5% of respondents came in the experience category of 21yrs & above. The data collected for the study was found to be normally distributed and the tests applied were parametric in nature. Table 1 showed the Socio-demographic details of the respondents.

Table 1. Demographic characteristics of study subjects (N=200)

Sr. No.	Socio-Demographic Variables		Frequency	Percentage
1.	Age	25-35 yrs	50	25.0
		35-45 yrs	38	19.0
		45-55 yrs	53	26.5
		55-65 yrs	59	29.5
3.	Marital Status	Single	46	23.0
		Married	154	77.0
4.	Total years of Experience	Less than 5 yrs	42	21.0
		6-10yrs	33	16.5
		11-15 yrs	17	8.5
		16-20 yrs	49	24.5
		21 yrs & above	59	29.5
5.	Designation	Constable	61	30.5
		Head Constable	67	33.5
		Assistant Sub Inspector (A.S.I)	41	20.5
		Sub Inspector (S.I)	21	10.5
		Inspector	10	5.0
6.	Educational Qualification	8th	47	23.5
		12th	22	11.0
		Diploma	44	22.0
		Graduate	70	35.0
		Postgraduate	17	8.5

Table 2. Means, standard Deviation and t-value/f-value for Work-life balance among women police personnel with respect to socio-demographic variables

Sr. NO.	Socio-Demographic Variables		N	Mean	SD	t-value/ f-value	Sig(2-tailed)
1.	Age	25-35 yrs	50	127.76	21.76	2.92	.035*
		35-45 yrs	38	127.52	19.53		
		45-55 yrs	53	131.00	19.81		
		55-65 yrs	59	136.72	14.24		
2.	Marital Status	Single	47	126.31	22.06	-1.97	.050
		Married	153	132.54	17.92		
3.	Total years of Experience	Less than 5 yrs	42	124.80	21.10	2.72	.031*
		6-10yrs	33	131.81	19.06		
		11-15 yrs	17	126.23	21.20		
		16-20 yrs	49	131.06	19.68		

		21 yrs & above	59	136.55	15.01		
4.	Designation	Constable	61	130.34	18.45	.76	.550
		Head constable	67	129.19	20.94		
		Assistant Sub Inspector	41	132.36	18.81		
		Sub Inspector	21	132.71	18.55		
		Inspector	10	139.60	10.96		
5.	Educational Qualification	8th	47	137.27	14.23	2.64	.035*
		10th	22	134.77	18.13		
		12th	44	125.56	20.94		
		Graduate	70	129.04	19.38		
		Post graduate	17	131.88	22.13		
	City of Employment	Hisar	100	131.28	18.16	.144	.886
		Chandigarh	100	130.89	20.08		

*Correlation is significant at 0.05(2-tailed)

H₁: *There exists a significant difference in the level of work-life balance with respect to socio-demographic variables namely age, marital status, educational qualification, total years of experience, designation and state of employment of selected women police personnel of Hisar and Chandigarh police.*

For testing **H_{1a}**, analysis of variance was used to check the significant difference in the level of work-life balance with respect to the age of selected women police personnel. Table 2 showed a statistically significant difference in the level of work-life balance with respect to age, where ($F(3, 196) = 2.92, p = .035$), which was significant at $p < .05$ level. Post hoc comparison using the Tukey HSD test indicated that the means score for the age group of 25-35 yrs ($M=127.76, SD=21.76$) was significantly different with the age group of 55-65 yrs ($M=136.72, SD=14.24$). These findings supported the **H_{1a}** of the study.

Next, in the study marital status (independent t-test), and designation (one way ANOVA) was computed to check the significant difference in the level of work-life balance by testing **H_{1b}** and **H_{1d}**. However, the results didn't find any significant difference in the level of work-life balance with respect to marital status and designation of selected police personnel. Therefore our **H_{1b}** and **H_{1d}** were *rejected* by the findings.

Further, for testing **H_{1d}**, analysis of variance was used to check the significant difference in the level of work-life balance with respect to the total years of experience of selected women police personnel. Table 2 showed a statistically significant difference in the level of work-life balance with respect to experience, where ($F(4, 195) = 2.72, p = .031$), which was significant at $p < .05$ level. Post hoc comparison using the Tukey HSD test indicated that the means score for the experience group of fewer than 5 yrs ($M=124.80, SD=21.00$) was significantly different with the experience group of 21yrs & above ($M=136.55, SD=15.01$). These findings *supported* the **H_{1d}** of the study.

Furthermore, for testing **H_{1c}**, analysis of variance was used to check the significant difference in the level of work-life balance with respect to the educational qualification of selected women police personnel. Table 2, showed a statistically significant difference in the level of work-life balance with respect to educational qualification, where ($F(4, 195) = 2.64, p = .035$), which was significant at $p < .05$ level. Post hoc comparison using the Tukey HSD test indicated that the means score for the education qualification group of 8th class

($M=137.27$, $SD=14.23$) was significantly different with the group of 12th class ($M=125.56$, $SD=20.94$). These findings *supported* the H_{1c} .

For testing H_{1f} , independent t-test was used to check the significant difference in the level of work-life balance with respect to the state of employment of selected women police personnel. Table 2, showed no statistically significant difference in the level of work-life balance with respect to the state of employment. Therefore, H_{1f} was stands *rejected*.

Table 3. Brief of Correlation between Work-life Balance and Job Satisfaction

Variables	r	P	N
Work-life balance			
Job satisfaction	.509**	.000	200

**Correlation is significant at 0.01(2-tailed)

H_2 : *There exists a significant positive relationship between work-life balance and job satisfaction among selected women police personnel of Hisar and Chandigarh police.*

For testing H_2 , Pearson product moment correlation coefficient was computed between work-life balance and job satisfaction. The results are given in table 3, which shows a statistically significant positive correlation at the $p < .000$ level between the two variables, where [$r = .509$, $n = 200$, $p = .000$] was obtained. Thus the results implied that respondents who were high on work-life balance proved to be more satisfied with their jobs. Therefore, the findings *supported* the H_2 of the study.

Table 4. Brief of Regression Model, Analysis of Variance and Statistical Regression of Work-Life Balance and Job Satisfaction

Model	B	SE	β	t	p
Constant	70.31	7.32	9.59		
Job Satisfaction	.460	.055	.509	8.32	.000
R= .509 ^a					
R ² =.259					
Adjusted R ² =.256					

Predictor variable (Constant): work-life balance

Dependent Variable: Job satisfaction

H_3 : *There exists a significant impact of work-life balance on job satisfaction among women police personnel of Hisar and Chandigarh police.*

For testing H_3 , a simple linear regression was used to study the impact of work-life balance on job satisfaction. The results are given in table 4, which proved that Work-life balance statistically significantly predicted job satisfaction, where $F(1, 198) = 69.30$, $p = .000$, $R^2 = .259$, Adjusted $R^2 = .256$, this translates into 25% of variance in job satisfaction by work-life balance among women personnel. Moreover, t-value (8.32) and regression coefficient ($B = .460$ and $\beta = .509$) also shows the significant predictive strength of work-life balance on job satisfaction. Therefore, the findings *supported* the H_3 of the study

8. Discussion

The present study investigated the relationship and impact of work-life balance with respect to job satisfaction among Women police personnel of Hisar and Chandigarh police. The socio-demographic variables were also studied with respect to work-life balance. The results of the study revealed that age, educational qualification and work experience were significantly different in the level of work-life balance. The findings about experience are consistent with the study by [12]. However, the results of the present study didn't find any significant difference in the level of work-life balance with respect to marital status, designation and city of employment.

Further, a significant and positive relationship was found between work-life balance and job satisfaction. The findings reported that women police personnel who were quite good at balancing their family and work proved to be more satisfied with their jobs and vice versa. These results are consistent with the studies by [13], [14], [20] which found a significant positive relationship between work-life balance and job satisfaction. Furthermore, a significant impact of work-life balance was found on job satisfaction by the study findings. This means that a significant level of prediction can be predicted among job satisfaction by work-life balance. These results are in line with findings of the studies by [15], [16], [17], [19] which confirms a significant impact of work-life balance on job satisfaction. This study confirms the relationship between work-life balance and job satisfaction in the context of women police personnel of Hisar and Chandigarh police department.

9. Conclusion

The present study contributed to the base of information and knowledge to the present domain by exploring the relatively-unexplored context of Hisar and Chandigarh police personnel. It is a founding work in the two states (Hisar & Chandigarh) as there are not many studies which have been done in the same context. These findings can have significant implications for researchers as well as policymakers in the police department of these areas. Further, the study sample was confined to only two cities therefore, the findings cannot be generalized to a larger extent. Time was one of the major constraints as it has to devote in other scholastic activities also. Based on the findings of the study, some recommendations can be given such as the government should focus on applying more family-friendly approaches so that it can vitalize women police personnel in balancing work and family. Equitable salary, improved quality of work-life, attractive reward system and safe work environment are some of the factors which proved to enhance performance and job satisfaction. The conclusion can be drawn from the results that work-life balance is necessary to increase job satisfaction among women police officers. Suggested measure like can be used for enhancing work-life balance among women police personnel. Future research can be done on the dimension of the variables in the same context for more clarity. Researchers can use confirmatory factor analysis to determine the relationships.

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