



WORK LIFE BALANCE OF WORKING WOMEN: A LITERATURE REVIEW

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Abstract: Indian women professionals are definitely on the rise & are paving the way for future generations, as they are becoming increasingly visible & successful in the professional and public sphere. Today, Work-life balance is one of the most challenging issues being faced by the women employees in the 21st century. This problem is more for women employees because of the type of roles they play at home and the spillover of personal life over work life and vice-versa. Work life balance for women employees is highly desirable, if there is no job satisfaction & consistency in life, it can create a dilemma to them. Work life balance requires attaining equilibrium between professional work and personal work, so that it reduces friction between professional life & domestic life. The ultimate performance of any organization depends on the performance of its employees, which in turn depends on numerous factors including personal and professional or both. Present study is Based on the contemporary issue of work-life balance of working women.

Index Terms - Work life balance, Professional Well-Being, Women employees, Working Women.

I. INTRODUCTION

Urbanization and modernization are causing rapid changes in Indian families. Indian women of all social classes took up jobs to supplement their income. Indian women are now more exposed to educational opportunities than they were decades ago, especially in urban areas. This has not only opened up new possibilities, but also raised awareness and personal growth aspirations. This, combined with financial pressure, has influenced women's decision to enter the labour force. The majority of studies of employed married women in India have identified financial need as the primary reason for working. Work-life balance is gradually becoming a topic of discussion in India, particularly among women employees. WLB is a major contributor to employee satisfaction. Every female professional has a unique set of demands, and when those demands overlap, multiple issues arise. The times they are a-changing. The husband worked while the wife stayed at home. To the point where the husband and wife both earn. However, the wife continues to cook, clean, and run the household. So, how does she balance work and family life? Although women in India have struggled to establish an identity and make a mark in social and organizational platforms over the years, educational institutions are training more and more women. Higher literacy can refine the rapidly evolving knowledge parsimony that has occurred for the majority of women's ratios. Education not only allows women to gain knowledge, but it also allows them to advance their careers with their brain power in this competitive world. Rather than suffering, female employees appear to be drifting in a variety of factories, education sectors, and industries on par with men. However, it has become a difficult time and a major challenge for all women because they must deal with the duties and responsibilities of both their homes and their offices. When a working woman marries, her responsibilities grow, and when she becomes a mother, her responsibilities grow even more. Because they must care for their children as well as look after their home and family while walking on their career path.

II. THEORIES OF WORK LIFE BALANCE

Traditional Approach, Edwards and Rothbard (2000), Zedeck and Mosier (1990) and O'Driscoll (1996) have reviewed various literature on work-life relationship and have contributed to the understanding of this dynamic association of work and family.

Spillover, the spillover approach proposes that the experiences in one role affect the experiences in the other role. The skills, behavior, mood and values from one role can spillover to the other role. spillover can be both positive and negative (Edwards and Rothbard, 2000)

Congruence, is achieved through a positive linkage between work and family experiences; wherein it is a result of a third factor that influences both work life and family life (Edwards and Rothbard, 2000).

Compensation, the compensation approach refers to an attempt of making up for shortcomings in one role through a higher involvement in another role (Edwards and Rothbard, 2000; Zedeck, 1992; Lambert, 1990).

Integration, the integration approach postulates that work and family domains can be integrated as they are very closely associated as if woven together. Therefore, it is impossible to differentiate between the two domains (Edwards and Rothbard, 2000).

Work-family border theory, postulates that the border between the work and family is permeable and that they can influence each other (Guest, 2002).

III. AN ORGANIZATIONAL PERSPECTIVE

To reduce the negative effects of work-family conflict on working individuals, family-friendly organizational culture and human resource applications have recently been added to the executive agenda. The organizational strategy includes flexible working hours, a child care and elderly care scheme, home working, and job sharing. Employee family life support programme in an organization help to provide work-life balance. Employees will be encouraged, their attendance will be supported, and their efficiency will increase as a result of these programmes. Flexible working hours are one method of achieving work-life balance. Employees with flextime, for example, must complete a certain amount of time each week. Another thing that can be done is to allow employees to work at home away from traditional work environment.

IV. REVIEW OF LITERATURE

1. **Shilpi Kulshrestha**, in her study tried to identify "A Descriptive Study on Work Life Balance of Women Employees in Banks" Findings revealed that banking sector of Jodhpur is suffering through intense work life imbalance. Departments where the working force mainly comprises of line staff suffer tremendously as compared to other support staff in the workforce.
2. **V. Sathya Moorthi (2017)**, in her study on "Women Employees Attitude About Work Life Balance in Service Sector" found that Enhancing balance between work and personal lives results in genuine paybacks both for employers and employees. Work-life imbalance has organizational outcomes like elevated rates of absenteeism and turnover; decreased productivity; dwindled job satisfaction; growing healthcare costs and reduced levels of organizational commitment and loyalty.
3. **Pavithra G (2020)** in her study on "Work - Life Balance of Women Employees" revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women employees in India.
4. **A. Pande and J. Ahirrao**, in their study "Work life balance of women employees in banking sector in India" concludes that there are no separate policies for the work life balance of working women but the majority of women employees accepted job sharing and support from colleagues at work is helping them to balance work-life. Work-Life Balance is not a problem to be solved, but it is an ongoing issue to be managed.
5. "A study on Work life balance of BPO women employees in jaipur city" **Anshul Bharti and Anju Bhatia** has concluded that there is no doubt that BPOs have opened up a new avenue of employment for women but there is a need to improve the work environment to make it more friendly for the employees.

6. **Magdalene Peter and S. Fabiyola Kavitha (2020)** investigate on Work life balance of Indian software women employees” they found that Work and family are both central finding a balance between these two is an issue of importance to women in IT industry. Major factors that influence the work life balance among various categories of women employees in I.T. Industry like Long working hours, Opportunities for career growth, Supportive leadership structure, Policies related to life leave arrangements, work environment.
7. **Ashok Kumar Bansal & Lekh Raj (2017)** has conducted research study on “Work Life Balance of Women Employees in Indian Oil Corporation Limited Mathura (U.P)”and revealed that there is no association between personal variables and work life balance of women employees, on the other hand, there was no statistically significant relationship between organizational variables and work life balance of women employees.
8. **Dr. G. Balamurugan, M. Sreeleka (2020)** attempt to identified the, “Work life balance of women employees in IT sector” they identified that how the women employees are balanced and Satisfied in IT sector and the factors that affect the work life balance of women employees are working hours, Job satisfaction, working condition etc.
9. **Sushree Sangita Das and Dr. Shashi A. Mishra (2016)**, the researcher tries to find out the issues of work life balance of women IT executives of Mumbai city. The study was conducted among 50 women IT professionals through questionnaire survey and issues like working hours, family responsibilities and career growth were considered as parameter of work life balance.
10. In the research conducted by **K.Thriveni Kumari and Dr.V.Rama Dev (2015)**, on work life balance of women employees in selected service sectors like Banking, Insurance, IT, BPO, Health Care, Education Sector. They found that It is very necessary for the organizations to acknowledge women employees by providing more appropriate work-life balance measures for them. Striking a healthy work-life balance is imperative for all the employees irrespective of the industry to which they belong. It is the joint responsibility of the employer and the employees to ensure strong work-life balance that can bring in fruitful results to organization as well as employees also.
11. **Minal Bhartiya and Sachin Mittal, Sangeeta Jain (2018)** has studied “Effect of profession on managing work life balance of working women in India” it was found that even after reaching to top, Indian women have to work wholly on her family roles. Stages comes into life of women – from marriage to children to care takers and other extremes situations, where she has to compromise in career. factors influence the Indian women professionals like Situational Factor, Professional Environment Factor, Work Pressure Factor, Women Support System, Overall Health (Mind, Body, Spirit), Personal Happiness, Child Development, Women Policies, Family Factor.
12. **Yukta kotwa (2019)**, analyzed the, “Work-Life Balance of Women Employee in India” to understand the present situation of the work-life balance of women in India and the future aspects of the same, it is found that Management and the society collectively should take steps regarding a women's work-life balance so that they can perform their best at both ends.
13. The research paper titled “The second shift: working women in India” written by **Malavika Desai, Bishakha Majumdar, Tanusree Chakraborty, and Kamalika Ghosh** found that the home-based working women are the least stressed, most well-adjusted, and the most satisfied with their careers among the groups studied. Their ways of perceiving and handling stress are found to be more effective than those used by women in the other two groups.
14. **Vani Haridasan, Kavitha Muthukumaran & Yohita D** tried to assess the “Work-life balance of women working from home during lockdown – an empirical study” the regression analysis findings show that job performance and personal wellbeing are the main determinants of women employees' work-life balance during work from home. This study would benefit all the sectors that employ women to realign their policies, benefit programs, work distribution, and make job changes inside the organization for an employee-friendly remote working experience, thereby improving the workforce's efficiency and productivity.
15. **Neha Poddar and Dr. Prakash Divakaran** organized a detail "Work-life balance of working women: a review of literature" This study indicated that the number of different variables that are affected on the role of women in an encounter with various challenges arises in balancing career and family responsibilities. These variables are most important for deciding the key challenges of women managers and their dual role of balancing career and family responsibilities.

16. **Ms. D Archana and Dr. P Venkateswarulu (2022)**, tried to assess the “Work-life balance among women employees in banking sector” Majority of respondents stated that they are giving quality time to their children and family after coming from the office also, getting sufficient time for socializing after office working hours, office working hours gives sufficient time to attend functions, festivals and others social activities.
17. **Ajith Sankar and Dr Sonny Jose (2016)** conducted a “Work-life Balance among Women Employees: A Case Study with reference to IT Companies” The career facilitators and career longevity enhancement factors can definitely help every working woman in corporate and IT sectors, and assist to bring a better balance between work and life.
18. **Shobha Sundaresan (2014)**, put efforts to measure “Work-life balance – implications for working women” results indicate that a significant proportion of working women are experiencing difficulty in balancing work and family due to excessive work pressure, too little time for themselves and the need to fulfill others’ expectations of them. Majority of the working women experience job spill over into the home as they have to put in longer hours. Major consequences of poor work-life balance are high levels of stress and anxiety, disharmony at home, experiencing job burnout and inability to realize full potential. They feel irritable and resentful often due to their inability to balance work and family life. The findings have implications for working women and provide insights into finding solutions to maintain healthy work life balance.
19. **Dr. A.Vanitha (2022)**, undertaken a “Work-Life Balance: A Review of Women in the Service Sector” Work-life balance has ramifications in terms of physical, psychological, personal, health, and social management. Work-life balance management among female employees varies depending on the situation. Women working in service industries are expected to make greater sacrifices and contributions at work, which can lead to problems in their personal, family, and social lives, as well as challenges with work-life balance.
20. **Mayesha Tasnim, Muhammed Zakir Hossain, Fabiha Enam (2017)**, “Work-Life Balance: Reality Check for the Working Women of Bangladesh” The study shows that the reasons for which female employees are facing trouble to maintain a work-life balance are mostly because of: long working hours, job rigidity, work overload, responsibilities related to child care, discrimination & biasness at work place, lack of supervisory support, dominant managerial style and scarce family support.
21. **Megha Raju¹, Dr Daisy.C. Kappen (2021)**, study “Work Life Balance of Women Employees: A Theoretical Framework” they find that poor work life balance is often demonstrated within a range of physical and psychological strains i.e. depression, anxiety, low self-confidence, insomnia, mental imbalance, burnout, low productivity, low morale, fatigue, hypertension, high-blood pressure and even increase relationship fall-out. Another consequence of poor work life balance is that work-family conflict increases emotional exhaustion and lowers satisfaction levels at job front.
22. **R. Balaji (2014)**, study on “Work Life Balance of Women Employees” Family–work conflict and work–family conflict is more likely to exert negative influences in the family domain, resulting in lower life satisfaction and greater internal conflict within the family. Variables such as the size of family, the age of children, the work hours and the level of social support impact the experience of Work family conflict and Family work conflict.
23. **Vijayakumar Bharathi. S, Padma Mala. E, and Sonali Bhattacharya (2015)**, jointly undertakes research on “Work life balance of women employees in the information technology Industry” The main challenges in professional life were found to be extended/odd working hours, travel time between home and workplace and participation in additional jobs and assignments. In personal life, the main stresses were guilty of not being able to take care of self and elders at home. Social media interaction was found to be stress busters for most women. Most women would prefer flexible timing, and supportive spouse, family and friends as well as an environment conducive for work at the office.
24. **J. Sudha and Dr. P. Karthikeyan (2014)**, “Work life balance of women employee: a literature review” The literature identifies the various aspects such as career advancement, Work Stress, Career aspiration, Work Family Conflict and Family Work Conflict, Child care in context with Work Life Balance (WLB) and its practices.
25. **Dr. Somlata Sharma and Dr. Versha Vahini (2022)**, tried to assess “Work Life Balance: How Stressful is it for Indian Women” Study shows that changes in technology, increased work pressure coupled with constant deadlines, the co-existence of a virtual workplace, and changing demographic profiles (including gender, experience), an increase in disposable income inflation, and an improvement in living standards have encouraged the importance of the provision of a work-life balance in the industrial sector.

- 26. Dr. Seema Verma and Rahul Singh Gautam (2022)**, study to measure “The Effect of Education on Working Women for Work-Life Balance” study suggest a positive and direct impact of education which leads to better work-life balance. Work-life balance is assisted by education which offers knowledge related to flexible work schedules, family events, and other activities that enable one to pursue more balanced lives easily. The educational conditions have prompt comportment on her development and Work-life balance.
- 27. R. Dinakar (2021)** has conducted research on “Effectiveness of Work Life Balance (WLB) on Job Satisfaction of Employees working in Banks”. the outcomes likewise suggest that WLB, Organizational help, monetary help, and responsibility are fundamentally and emphatically affecting the work fulfillment of representatives in new private area banks. The results show that WLB strategies, workload, hierarchical help and monetary help are determinants of work life balance of employees in private banks.
- 28. C. Naga Ganesh, Nagaraja. P., P. Sumalatha** has studied on “Work Life Balance of Women Employees of IT Sector during Remote Working” they revealed that the primary difficulties in professional life were discovered to be expanded working hours, travel time from home to work place, and additional tasks engaged by them. Where as in personal life, the primary anxieties were blame from elders for not being taken care of family. Most of the women would incline toward adaptable planning, flexi-time, and strong spouse, family, and companions just as a climate helpful for work at the workplace.
- 29.** Work life balance of women employees: a literature review studied by **A. Vasumathi** has reviewed the literature on work life balance (WLB) of women employees with regard to significance of WLB, theories of WLB, determinants of WLB, facilitators of WLB, coping strategies of WLB, WLB and performance and finally, consequences of WLB.
- 30. Rajesh K. Yadav, Nishant Dabhade** in their study “Work Life Balance and Job Satisfaction among the Working Women of Banking and Education Sector – A Comparative Study” they suggest that WLB can be achieved by the factors responsible for job satisfaction such as: supportive colleagues, supportive working conditions, mentally challenging work, equitable rewards and employee-oriented policies etc.

Table 1 Summary Table of Literature Reviewed

| Sr. No. | Author/Year | Location | Industry /Sector | Major Findings/Factors |
|---------|--------------------------|----------------------|------------------|---|
| 1 | Shilpi Kulshrestha | Jodhpur | Private Banks | Worry about when actually not at work, feel about amount of time spent at work, Miss quality time with family and friends, feel tired or depressed because of work, Factor help to balance work life, Suffer from Stress related disease, Factors that hinder balancing work and family, commitments Factors help work and family commitments, Able to balance Work life. |
| 2 | V. Sathya Moorthi (2017) | Kalayark oil (India) | Service Sector | Work-life imbalance has organizational outcomes like elevated rates of absenteeism and turnover; decreased productivity; dwindled job satisfaction; growing healthcare costs and reduced levels of organizational commitment and loyalty. Government and organization come forward with proper policies and programs to overcome these work life balance issues, not only help the employees but also leads to increase in productivity and growth of nation. |

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| 3 3 | Pavithra G | Coimbatore, India | Genral | Role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB. Research shows that failure to achieve a satisfactory balance of effort is directly connected to lack of energy to fulfil personal commitments and lack of control over the workload. The imbalance here leads to consequences such as fatigue, poor quality of life and most importantly poor performance. |
| 4 | A. Pande1 and J. Ahirrao2 | India | Banking Sector | Miss family interactions as well as important events. The imbalance in 'work' and 'life' generate work life conflict among women employees, which results in - Increased absenteeism, Reduced productivity, Reduced job satisfaction, increased managerial stress, Damage family and Social relationship. |
| 5 | Anshul Bharti and Anju Bhatia | Jaipur, India | BPO Sector | Psychological health, Edgy or short-tempered, Loss of interest, less interaction with family members, less social interaction, have no enough time for other activities, Having family maladjustment. |
| 6 | Magdalene Peter and S. Fabiyola Kavitha (2020) | Tamilnaadu, India | IT Industry | Major factors that influence the work life balance among various categories of women employees in I.T. Industry like Long working hours, Opportunities for career growth, Supportive leadership structure, Policies related to life leave arrangements, work environment. |
| 7 | Ashok Kumar Bansal & Lekh Raj | U.P, India | Oil Corporation, Mathuraa | Family related factors – these variables include children issues, spouse support, home responsibilities, parental responsibilities, spouse work hours etc. Work related factors – These variables include task autonomy, task variety, task complexity, number of hours worked, role conflict, work schedule flexibility etc. |
| 8 | Dr. G. Balamurugan, M. Sreeleka | Tamil Nadu, India | IT sector | The problem of the women employee's face is health condition, Pregnancy discrimination, Sexual harassment, no equal pay, etc. This paper says that how the women employees are balanced and Satisfied in IT sector and the factors that affect the work life balance of women employees are working hours, Job satisfaction, working condition, etc. |
| 9 | Sushree Sangita Das, Dr. Shashi A. Mishra | Mumbai, Maharashtra | IT sector | Issues like working hours, family responsibilities and career growth were considered as parameter of work life balance. |
| 10 | K.Thriveni Kumari Dr.V.Rama Dev | Banglore | Service sector | Level of respondents with their work-life balance in the select service sectors. Ability to balancing their work and personal life. Facilitating work-life balance. |
| 11 | Minal Bhartiya, Sachin Mittal,Sangeeta Jain | India | Professions | Factors such as Situational Factor, Professional Environment Factor, Work Pressure Factor, Women Support System, Overall Health (Mind, Body, Spirit), Personal Happiness, Child Development, Women Policies, Family Factor affect the work life balance. |
| 12 | Yukta kotwal | Udaipur India | Genral | Improving Work-Life Balance, Stress Management, Flexible Working, Maternity Benefits and Childcare Facilities. |

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| 13 | Malavika Desai, Bishakha Majumdar, Tanusree Chakraborty, Kamalika Ghosh | India | working women, homebased working women, and home makers categories | The study implicates women friendly work policies – like flexible job hours and home office – as well as a cooperative home environment and assistance for housework. Stress relief programmes, yoga and an overall change of attitude towards housework, female employees |
| 14 | Vani Haridasan, Kavitha Muthukumaran & Yohita D | India | Different Sector | Job performance and personal wellbeing are the main determinants of women employees' work-life balance during work from home. |
| 15 | Neha Poddar, Dr. Prakash Divakaran | India | | Study indicated that the number of different variables that are affected on the role of women in an encounter with various challenges arises in balancing career and family responsibilities. |
| 16 | Ms. D Archana and Dr. P Venkateswarulu | India | Banking | Majority of respondents stated that they are giving quality time to their children and family, also, getting sufficient time for socializing sufficient time to attend functions, festivals and others social activities. |
| 17 | Ajith Sankar and Dr Sonny Jose | India | IT sectors | The career facilitators and career longevity enhancement factors can definitely help every working woman in corporate and IT sectors, and assist to bring a better balance between work and life. |
| 18 | Shobha Sundaresan | Banglore, India | General | Working women are experiencing difficulty in balancing work and family due to excessive work pressure, job spill over into the home. Major consequences of poor work-life balance are high levels of stress and anxiety, disharmony at home, experiencing job burnout and inability to realize full potential. |
| 19 | Dr.A.Vanitha | India | General | Women working in service industries are expected to make greater sacrifices and contributions at work, which can lead to problems in their personal, family, and social lives, as well as challenges with work-life balance. |
| 20 | Mayesha Tasnim, Muhammed Zakir Hossain, Fabiha Enam | Bangladesh | General | Female employees are facing trouble to maintain a work-life balance are mostly because of: long working hours, job rigidity, work overload, responsibilities related to child care, discrimination & biasness at work place, lack of supervisory support, dominant managerial style and scarce family support. |
| 21 | Megha Raju1, Dr Daisy.C. Kappen | Kerela, India | General | Poor work life balance is often demonstrated within a range of physical and psychological strains i.e. depression, anxiety, low self-confidence, insomnia, mental imbalance, burnout, low productivity, low morale, fatigue, hypertension, high-blood pressure and even increase relationship fall-out. |
| 22 | R. Balaji | Chennai | IT | Variables such as the size of family, the age of children, the work hours and the level of social |

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| | | | | support impact the experience of Work family conflict and Family work conflict. |
| 23 | Vijayakumar Bharathi. S, Padma Mala. E, and Sonali Bhattacharya | Pune | IT | The main challenges in professional life were found to be extended/odd working hours, travel time between home and workplace and participation in additional jobs and assignments. Most women would prefer flexible timing, and supportive spouse, family and friends as well as an environment conducive for work at the office. |
| 24 | J. Sudha and Dr. P. Karthikeyan | Tamil Nadu, India | General | The literature identifies the various aspects such as career advancement, Work Stress, Career aspiration, Work Family Conflict and Family Work Conflict, Child care in context with Work Life Balance (WLB) and its practices. |
| 25 | Dr. Somlata Sharma and Dr. Versha Vahini | India | Banking | Changes in technology, increased work pressure coupled with constant deadlines, the co-existence of a virtual workplace, and changing demographic profiles (including gender, experience), an increase in disposable income inflation, and an improvement in living standards have encouraged the importance of the provision of a work-life balance in the industrial sector. |
| 26 | Dr. Seema Verma and Rahul Singh Gautam | India | General | Work-life balance is assisted by education which offers knowledge related to flexible work schedules, family events, and other activities that enable one to pursue more balanced lives easily. |
| 27 | R. Dinakar (2021) | Hyderabad, India | Private banks | The study shows main four determinants that affect work life balance is, WLB strategy, Work Load, Hierarchical Support, Financial Support. |
| 28 | C. Naga Ganesh, Nagaraja. P., P. Sumalatha | India | Information technology | Finishing targets on Time, Psychological Pressure from Family, Child Care/Parenting, Technical Issues, Isolation feeling while work/No commitment, Disturbed health/Mindset |
| 29 | A. Vasumathi (2018) | Tamilnadu, India | General | Gender and WLB, Marital status, Parental status, Age and lifecycle, Personality, Education level, Life demands, Organisational factors. |
| 30 | Rajesh K. Yadav, Nishant Dabhade | Bhopal | Bank & education | It suggested that WLB can be achieved by the factors responsible for job satisfaction such as: supportive colleagues, supportive working conditions, mentally challenging work, equitable rewards and employee oriented policies etc. |

V. Conclusion

Based on the research studies considered in the research paper the majority of authors have suggested that Work life balance has been affected by various factors depends upon the type of industry like Banking sector, Education sector, IT Industry, BPO Sector, Service sector, Hospital Industry, working condition and demographic profile of women employees. The majority of factors are as follows:

- Working hours
- Family responsibilities
- Career growth
- Situational Factor
- Professional Environment Factor
- Work Pressure Factor
- children issues
- Spouse support
- Home responsibilities
- Parental responsibilities
- Task variety
- Task complexity Number of hours worked
- Role conflict
- Work schedule flexibility

As we know that working environment is dynamic which means that in future some other new factors may also be consider or affect the Work life balance of Working Women Employees so for more and further Literature Review gives better insights about the Work life balance conditions.

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