Flexible Work Arrangement and Work Life Balance in the Pandemic- An Organizational Perspective

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ABSTRACT

The Covid-19 Pandemic has compelled us to rethink on the existing business and HR policies. Workplace norms have changed and huge amount of Work Life Balance is being practiced by individuals and organizations, specially flexibilities in the way work is being done. Some good outcomes, like reduced cost and focused performance may emerge leading to sustainable, beneficial and competitive Strategies advantages. The current study aims to understand the importance and usefulness of flexible work arrangements and how Indian organizations- MNCs and Private, perceive this new pattern. Availability of Flexible Work Arrangements (FWAs), its prime components Flexible Timings, Shift Arrangements and Telecommuting, the probable benefits in productivity and absenteeism has been assessed. A sample of 297 employees, both male and female, irrespective of position and tenure was surveyed in Delhi NCR region. Data
was collected from 10 organizations, five Indian Private and five MNCs operating in India. For measuring the managements’ perspective, responses of 4 senior middle level managers, 2 from MNCs in Indian territory and 2 from Indian Private organizations have been analyzed using content analysis technique.

More than three-fourth of the organizations surveyed offer Flexible Work Arrangements to their employees in some form or the other, and are found to be more prevalent in Indian Private organizations as compared to MNCs operating in India. Availability of flexible timings, increased productivity, more intentions to continue and expand telecommuting in future, all have shown positive correlation with Supervisor Support. Three fourths of the organizations are of the opinion that they will take these FWAs forward in future and that FWAs will be part of Strategic integration in these organizations. Positive correlation between increase in productivity and availability of flexible time has been observed. Majority of employees surveyed say that absenteeism has reduced with availability of flexible timings, shift arrangements and telecommuting. The top management of both MNCs and Private Indian firms feels this work life balance system that is currently being followed during Covid-19 has fetched several boons to the respective organizations and that they are happily willing to continue this pattern in future.

In the prevailing global pandemic scenario of Covid-19, when most organizations are operating in the virtual mode, FWAs have utmost relevance and invite attention as a strategic tool. Findings of this study indicate that FWAs be permanently incorporated as a way of functioning for optimum use of resources towards competitive advantage.

**Keywords:** Flexible Work Arrangements (FWAs), Work Life Balance, Covid-19 Pandemic, Job Performance, Management’s Perspective

I. INTRODUCTION

The resources of a firm can be harnessed to gain competitive advantage. Specially human resources are the most dynamic and useful ones which can be behaviorally motivated to strengthen inner competencies of an organization.

These days working men and women struggle very hard to give their best at work and back home. In order to achieve maximum satisfaction both at professional and personal fronts, employees, irrespective of gender, prefer some flexibility in work schedules so that they can
fulfill responsibilities at their personal front, have some leisure to unwind and keep themselves naturally going and eventually assign some meaning to their personal and professional lives. A contemporary job seeker today looks for an organization having a human face. The organizations, hence, need to pull up their socks to manage satisfaction levels and retain talent. Employees also need to learn the art of balancing work and family and maintain efficiency at both ends. They also need to contribute to the organization so as to keep the organization growing. Hence the current study is in the domain of organizational work life balance and its impact on the performance of the organization, with special focus on flexible work arrangements.

The current shift in the workplace settings due to the worldwide pandemic has compelled managers to think of new patterns of work and to bring this new culture to the mainstream organizational culture for desired output. Whether this will elicit a win-win situation of organization and individual employees, is something to ponder on.

Peter Thomson (2008), explored that through the introduction of flexible working Vodafone could turn around its businesses amazingly. Compressed hours facilitated the employees to choose a day off and work longer hours on other days. Flexible working contributed to the bottom line improvements. Strategically flexibility has long term contributions.

A 2009 study titled “Work—life initiatives and organizational change: Overcoming mixed messages to move from the margin to the mainstream” by Ellen Ernst Kossek, Suzan Lewis and Leslie B Hammer articulates that organizations and scholars should plan both structural and cultural work life balance challenges. If these policies are just for the sake of doing it, and not embedded in the mainstream, they are a waste.

Beauregard, T. Alexandra and Henry and C. Lesley (2009) there is no adequate proof to support correlation between work-life practices and enhanced performance but can be good for improved productivity, turnover reduction and saving cost.
Rupashree Baral (2010) finds that between organizational interventions for work-life balance and job outcomes, work-family enrichment is a mediator. Positive correlation between supervisor support and work-family culture existed.

In a study by the Boston College Center for Work and family it was revealed that both, users and non-users of flexible work arrangements are equally committed to their job responsibilities. Productivity, according to the same study, increased, life satisfaction was much higher in users of FWAs than non-users. It was found to be an overall win–win situation.

By virtue of long term importance of work life balance, focusing on flexibility, this empirical research article tries to, understand the availability, successand benefits of Flexible Work Arrangements (FWA) and its prime components- Flexible Timings, Shift Arrangements and Telecommuting, in terms of productivity and absenteeism in Indian organization. Also, through in-depth interview of top and middle level management, the impact of these work life benefits on overall organizational performance has been traced. The findings shall have strategic importance.

This pandemic has clearly exclaimed that work life balance culture needs a lot of attention. How to use the benefits accrued out of the new flexible systems is the actual challenge.

II. MAJOR CONSTRUCTS OF THIS STUDY AND THEIR DEFINITIONS

Work Life Balance

According to Jim Bird, CEO of Worklifebalance.com, “Work life balance is meaningful achievement and enjoyment in everyday life”.

“Work-life balance is satisfaction and good functioning at work and at home with a minimum of role conflict.” (Clark2001)

"Work-life balance concerns those practices that enhance the flexibility and autonomy of the employee in this process of integration and in the negotiation over the attention and presence required”. (Sparrow and Cooper 2003)
Flexible Work Arrangements (FWAs)

“Flexible work arrangements, also known as workplace flexibility, or work flex, are a dynamic partnership between employers and employees that defines how, when and where work gets done in ways that work for everyone involved which includes families, clients and other stakeholders (Society of Human Resource Management Survey).

Flexible Work Arrangements (FWAs) are an important component of Work Life Balance and world’s strongest organizations use it as a strategic HRM tool which is clear from the white paper from Vodafone Global Enterprise (2009) in which the outcomes of flexibility in terms of good work life balance, cost reduction and productivity increase have been discussed.

Flextime, shift flexibility, compressed work week, job sharing and telecommuting are some forms of Flexible Work Arrangements offered by organizations these days. Flexible work arrangements, mutual support within a team, conducive environment for females, work from home etc. are being provided.

Flextime- According to the National Work Life Measurement Project by Boston College, which attempted to measure the impact of workplace flexibility, conventionally flextime is defined as a schedule that has flexible start times and end times decided by the employee, the immediate boss or by organization as a policy. This flexible schedule may have a certain defined core working hours apart from the flexible hours. This arrangement can be on a daily basis, or otherwise. Flextime policies are made to encourage employees to balance work and life and organizations benefit by retaining talent through this.

Shift Arrangements- Shift is a period of time during which work is done. Shift arrangements are work schedules other than the traditional 9 am to 5 pm work schedule. It can also be morning or evening shifts or night shifts. It is so managed that work can be started anytime and ended accordingly but the total weekly or monthly hours have to be completed. Manufacturing and ITES sectors practice this facility heavily.
Telecommuting- Flexibility where employee can work from home or a satellite office has been defined as Telecommuting. Telecommuting, a prime method of FWA, is working from a place other than office, most often, home, or any other location.

Productivity - It is the measure of efficiency. For some given input, the level of output describes productivity. Inputs converted into output in a cost efficient manner defines productivity. When talking about human resources, productivity implies output per labour hour which can be increased through investment of technology or incentives.

Absenteeism - Absenteeism implies unplanned absences. Management literature views absenteeism as a measurement of attitude towards work and consequent manifestation of physical and mental presence. Rate of absenteeism is calculated as total days worked divided by total days planned to work, whole multiplied by hundred.

III. LITERATURE REVIEW
International Research in FWAs

In the paper Family-supportive work environments: The role of organizational perceptions by Allen, T. D. (2001) found that perceptions of work environment in totality, guides the behavior of employees and their reaction to family-friendly benefit policies. Also, Family Supportive Organizational Policies mediated the relationship work–family conflict between and supervisor support.

Kossek et al., (2011) have stated a good argument saying flexibility in work attracts good talent which enhances performance and provides a competitive edge to the organization.

Leslie et al (2012) conducted a study titled “Flexible work practices: a source of career premiums or penalties?” this study assessed commitment and rewards after using flexible work polices. Findings are that there are 2 types of attributions that managers or supervisors make when an employee avails Flexible Work Arrangements – Personal Life Attribution and Productivity Attribution. When the managers use Personal Life Attribution they interpret the use of FWAs as low commitment of employee leading to employee’s negative career consequences.
When the managers use Productivity Attribution, they perceive it as high commitment and this leads to positive career rewards.

The Boston College Center for Work & Family found that flexibility leads to employee satisfaction and a balanced work and professional life.

**Indian Research in FWAs**

A study of flexible working conditions to retain employees in IT industry in India by J. Vijay Kumar, 2012, suggests that the transport infrastructure is a huge obstacle in India’s Economic growth. A huge population of people waste millions of man hours in commuting. Flexible Work Arrangements (FWAs) can help address this issue. 49% of the surveyed Indian IT firms say FWAs cost less. 80% of the firms offering FWAs responded that they have increased satisfaction and motivation of employees through FWAs and 40% have increased their productivity also.

Another study in select IT and ITES companies by D. Sucharitha articulates that faith in flexibility policies are generated through positive organizational experiences. Thus study could trace positive correlation between flexible working and employee satisfaction. All this eventually leads to better performance of organization.

A 2015 survey of around two lakh employees declared MNCs as better workplaces than Indian companies.

**IV. RESEARCH PROBLEM**

The Covid-19 pandemic has created unique business environments. Work from home and many more flexible work arrangements have become the norm of the place. How has it impacted the overall functioning of the Indian organizations and what are the future implications of this new paradigm shift definitely draws attention.

The current paper is an attempt to quantify the extent to which flexibility of time and place is practiced successfully in India. Carrying forward the study by J. Vijay Kumar, D. Sucharitha and the SHRM Survey, the current study encompasses a wider range of organizations, both Indian and foreign organizations operating in India and both genders so as to recognize FWAs as a sustainable pattern of workplace in Indian organizations. Continuing the research further, this
study tries to understand the perspective of the management also regarding the flexibility and work life balance policies and their effects on the overall organizational performance parameters in the present Pandemic situation.

**Objectives:**

**The main objectives of this research are:**

1. To identify the importance of FWAs in the form of Flextime, Shift Flexibility and Telecommuting provided by organizations.
2. To understand the relationship between FWAs, productivity and absenteeism and Support of Supervisor in Using FWAs.
3. To gauge the perspective of management towards work life balance and its impact during the pandemic.
4. To understand future scope of work life balance and flexible work arrangements in Indian organizations.

**Data collection**

A Self Structured Questionnaire containing 14 items on the availability, success and future strategies of FWAs, Flextime, Shift arrangements, Telecommuting, Productivity and Absenteeism have been measured on binary scale has been used to collect data. The questionnaire contained closed ended questions. Cronbach’s alpha (KR 20 as it is a binary data) is 0.675. Quantitative methods, specially correlations, have been used to arrive at inferences. Focus group technique has been used to estimate the managements’ perspective. The middle level managers were asked the following 5 questions:

1. Which Work life balance policies have been a success in your organization? (Flexible Work Arrangements / onsite childcare/ Sabbaticals / shift arrangements/ telecommuting) Why?
2. How have these policies been useful in enhancing job performance?
3. How have the work life balance policies laid an impact on productivity of individuals, teams and the organization ?
4. In the Current Pandemic Scenario what is the kind of balancing your organization is doing? Which Work life balance policies are proving advantageous to your
organization? Which Work life balance policies are proving obstructive in the recent pandemic scenario?

5. In future, do you see most work through Work From Home in your organization? How do you plan to embed or customize work life balance and which aspects of work life balance policies will be a permanent part of your functioning (flexible working hours, onsite childcare, work from home, telecommuting, virtual organization)?

**Sampling**

Data was collected in Delhi NCR region from amongst both male and female select employees irrespective of position and tenure. Data was collected from 10 organizations, 5 Indian Private and 5 MNCs operating in India.

The organizations covered were Barclays Bank, Nokia, Tech Mahindra, TCS, Samsung, Genpact, Concentrix, DXC, Infotech and Infosys.

**Total sample size is 297.** Approximately 50% males and 50% females were surveyed. 175 responses from Indian companies and 122 responses from MNCs operating in India have been collected asking about the availability, success and effect of Flexible Work Arrangements on productivity and absenteeism.

For measuring the managements’ perspective, responses of 4 senior middle level managers, 2 from MNCs in Indian territory and 2 from Indian Private organizations have been analyzed using content analysis technique.

**V. DATA ANALYSIS AND DISCUSSION**

Age of respondents lies in the range 22-40 years.

**EMPIRICAL ANALYSIS**

**Hypothesis 1: FWAs are not as common in Indian private organizations as in MNCs**
Table 1: Comparison of Flexible Work Arrangements available to employees between Indian companies and MNCs

<table>
<thead>
<tr>
<th>FWA</th>
<th>COMPANY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Indian Companies (N=175)</td>
<td>MNCs (N=122)</td>
</tr>
<tr>
<td>YES</td>
<td>152 (86.9%)</td>
<td>97 (79.5%)</td>
</tr>
<tr>
<td>NO</td>
<td>23 (13.3%)</td>
<td>25 (20.57%)</td>
</tr>
</tbody>
</table>

Chi square=2.865, not significant at 0.01 level

Although there is difference in the percentages of the companies offering Flexible work arrangements between the Indian Companies and the MNCs, the difference is not significant. Hence the hypothesis is rejected.

Hypothesis 2: Supervisors support is not a cause of Flexible Work Timings success

TABLE 2: Supervisor support in FWT Success

<table>
<thead>
<tr>
<th>Supervisor support present</th>
<th>Company</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Indian Companies (N=175)</td>
<td>Multi National Corporations (N=122)</td>
</tr>
<tr>
<td>FWT Successful</td>
<td>99 (74.4%)</td>
<td>56 (65.9%)</td>
</tr>
<tr>
<td>Supervisor support not present</td>
<td>FWT Successful</td>
<td>28 (66.7%)</td>
</tr>
</tbody>
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Chi square 1.847, not significant at 0.01 level
Null hypothesis is rejected. That is, supervisor support is definitely a cause of the success of Flexible timings. It can be seen that around 75% of the times in Indian organizations and 66% of times in MNCs, FWT is successful in the presence of support of supervisors.

**Hypothesis 3 assumes that Supervisor support is important for telecommuting success.** A negative correlation (coefficient = -0.002) has been measured. But the magnitude is very small, tending to zero implying no relationship between them. Either jobs are designed in such a way that role of the supervisor is negligible or structures of teams are flat.

**Hypothesis 4 is that Productivity has increased in employees in those organizations where Flexible timings are available.** The efforts of individuals convert inputs into appropriate outputs and that is productivity. This process requires motivation, favorable situations, capability and many other factors. At significance level 0.01, coefficient of correlation is 0.222 showing that productivity increase has some positive correlation with flexible timings that can be understood as with the increase in availability of flexible timings, productivity also increases.

**Hypothesis 5 assesses whether Absenteeism has decreased in employees in those organizations where Flexible timings are available.** At significance level 0.01, coefficient of correlation is 0.163 which articulates that as more flexible timings are available to employees, there is visibly a decrease in absenteeism. Absenteeism here implies sudden disruption of assigned work or psychologically not putting in desired contribution.

**TABLE 3 : Percentage Of Variables Observed In This Study**

<table>
<thead>
<tr>
<th></th>
<th>Indian Companies</th>
<th>MNCs in India</th>
<th>Total</th>
<th>Indian Companies</th>
<th>MNCs in India</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FWA Availability</td>
<td>86.9%</td>
<td>79.5%</td>
<td>83.8%</td>
<td>Supervisor Support</td>
<td>76.0%</td>
<td>69.7%</td>
</tr>
<tr>
<td>FWT Availability</td>
<td>75.4%</td>
<td>67.2%</td>
<td>72.1%</td>
<td>FWT Success</td>
<td>72.6%</td>
<td>63.1%</td>
</tr>
<tr>
<td>SHIFT Facility</td>
<td>66.9%</td>
<td>60.7%</td>
<td>64.3%</td>
<td>SHIFT Facility Success</td>
<td>62.3%</td>
<td>43.4%</td>
</tr>
</tbody>
</table>
The major takeaways of this study are that 84% of all the organizations surveyed offer Flexible Work Arrangements to their employees in some form or the other. 72% of the total organizations offer time flexibility. 75% of the times in Indian organizations and 66% of times in MNCs, Flexible Work Timing is successful in the presence of Support of Supervisors. Flexible timings are more successful in Indian firms as compared to MNCs. More Indian private companies offer time flexibility and shift arrangements than MNCs. Availability of flexible timings, increased productivity, more intentions to continue and expand telecommuting in future, all have shown positive correlation with Supervisor Support. Supervisor support is also strongly correlated to decrease in absenteeism. Supervisor support is positively correlated to maintaining telecommuting policies in future.

Shift facility is much more successful in Indian organizations than in MNCs. It has been inferred that shift arrangements are an important component of FWAs.

56% of the organizations have Telecommuting facility but is more common in MNCs than in Indian private. 61% say that absenteeism has reduced with availability of flexible timings, shift arrangements and telecommuting. This trend is more visible in Indian firms. Availability of telecommuting facility has a positive impact on the individual’s psychology and group morale of
the employees. Three fourths of all organizations will take these FWAs forward in future and FWAs will be part of Strategic integration in these organizations.

CONTENT ANALYSIS

The managers who are active in their organization’s strategic team have responded to the above mentioned questions in a variety of ways. When asked which work life balance policies have been a success in your organization and why, managers of both MNCs respond in similar fashion—Work life arrangements have been successful by offering part time, flexible work options and day care on site facility for all employees. All these are incorporated in the company culture, and have paid dividends. One private sector manager says the success rate is 50-50 where flexibility is subjective and decided by the manager depending on the project requirements. As is the case with every deadline chase, there are certain departments that have been working on a tight schedule. The Pre-Sales Department also had been involved full time or stretched depending on the production status and clients' requirements for certain products and going live deadlines, these teams could not avail the flexible policies available to them. The other private organization Top Management admits that offering flexibility to employees helps them retain good workforce and he laid special emphasis on openly communicating with employees about these benefits.

On the very important issue from the managements’ perspective that how these policies have been useful in enhancing job performance, one MNC reflects that as retention rate is better and absenteeism is less by virtue of flexible work arrangements, this leads to better performance for all branches. The second top level manager of MNC articulates that it creates a feeling of belongingness in the employees, and thereby increases work efficiency and job performance. Numerous in-house researches and subsequent strategies are pertinent in this direction. The first private organization finds Work Life Flexibility has been very successful in enhancing job performance, resulting in good TAT on project deadlines. There are tools to measure productivity and to help in inter-team collaborations which have measured better performance. The second private organization traces high level employee happiness just in the presence of the flexibility benefits. The increased happiness and moral improves quality of output of employees.
Relating work life balance policies and flexibility with productivity of individuals, teams and the organization, MNC one feels Employees have higher present days in office, less sick days off in the banking set up. Teams feel that the organization genuinely cares for them and hence willing to go extra mile. This has a positive impact on team performance leading to better company performance. They are able to higher diverse talent. MNC two manager says some employees have gone an extra mile to prove their alignment with company goals.

Private Indian company one is of the opinion that work life balance and workplace flexibility helps to keep a healthy mental and emotional well-being of an individual, which plays a positive role when it comes to productivity. Teams have shown better turnaround time, Work schedules better organized, Less time wasted on meetings and calls, Reduced absenteeism and Better retention because some of the employees can work in their comfort zone. There have been some challenges as difficulties in implementing flexible schedules in team and work groups and lack of communication and human interactions hinders innovation - applicable in some situations. The second private company is in manufacturing through continuous machines and the can realize the elevated teamwork through quality enhancement and reduced wastage.

Now when information of all positive impacts comes from the horse’s mouth, the relevant contemporary question is whether this arrangement of flexibility can find a more important place in strategic policies and will it be embedded in the culture of the organizations.

An assessment of the Covid-19 period, as per these four managers, directs towards a different workplace pattern. In the Current Pandemic Scenario, the MNCs say remote working is helping both gender of employees, work from home schedule has been designed to suit the placement of employees. Organization(MNC) has been compassionate to the needs of employees. However at times, the lockdown has ushered in logistical glitches and team scatter, which creates hindrances at times.

Private company one says since they save a lot of time not having to commute to office, so the timings & productivity has improved. Feedback has been that this working arrangement has given our employees a sense of punctuality - on-line meetings are on schedule and to the point. The Collaboration tools keep every stakeholder involved on the progress of work. Accountability is also another positive by-product of this arrangement. Problems arising are
normally network & Connectivity issues. Sometimes, resolving these issues which would be done in few minutes are taking longer than expected because Covid-19 has put a lot of restrictions on movements for physical repairs. Sometimes lack of communication drags the task for no reason and for a longer time.

When the managers were asked if in future, they see most work through Work From Home in their organization, the MNCs said all the flexibility and worklife balance policies will be incorporated to a large extent in company culture, post covid and should augur well in the long run. It remains to be seen if a staggered or blended mode of working is incorporated. Seems more plausible.Moreover the pandemic has brought a fundamental change and will help women in long term with more organizations open to work from home concept. Private one comments that currently work from home has helped they get time to stay home, and this has brought about a certain sense of predictability and stability.Private company 2 says they have all the reasons to continue with these flexibilities always.

VI. CONCLUSION

MNCs and Indian companies, both equally provide FWAs. flexible working time is the most common, time shift arrangements come next and telecommuting is the next offered facility.the role of supervisor becomes key when it comes to open communication and inclusive culture. The flexible provisions can furnish better results than those in physical presence. This study may open up directions towards futuristic shape of organizational functioning and relooking at workplace structure and culture.

The top management of both MNCs and Private Indian firms feels this work life balance system that is currently being followed during Covid-19 has fetched several boons to the respective organizations and that they are happily willing to continue this pattern in future. Dual advantage of retaining talent and enhanced productivity of employees can be seen as a revolutionary outcome for the industry and managers to relook at business from a more humane perspective.
VII. RECOMMENDATION TO ORGANIZATIONS AND IMPLICATIONS FOR FURTHER RESEARCH

It has been found that FWAs are successful in most organizations and are a win-win situation for both employers and employees and that place and time flexibility should always find a place in formulating policies related to work life balance and organizational culture. Post Covid-19 flexibility must play a key role in maintenance and growth of organizations. The policy makers and HR managers may consider the results of this study as an input while formulating post covid-19 flexible arrangements and designing jobs for future. In the wake of the current pandemic, when organizations are compelled to redesign their jobs, rethink on their policies, the outcome of this study may contribute towards strategic decision making for long term effectiveness and competitive advantage. Top management should treat work life balance and flexible work arrangements as motivational factors and not just hygiene factors. Longitudinal research should be undertaken by researchers to identify which component of FWA has greater impact on productivity and absenteeism and integrate the results with strategic decisions.

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