

Relationship between Work-life Balance and Work Performance among Working Women in West Malaysia

Rohaizah Abd. Latif¹, Davinderpal Singh², Pradip Menon³,
Saamalla Ramurudek⁴, Tureshvaran Baskaran⁵, Bhuvaneshwari
a/p Janakey Raman⁶

^{1,2,3,4}Faculty of Business and Technology, UNITAR International University, Petaling Jaya, Malaysia, ⁵Royal Bank of Canada Malaysia Bhd. Malaysia, ⁶B. Braun Medical Industries Sdn. Bhd. Malaysia

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Abstract

The purpose of the study is to examine the relationship between women's work-family balance and work performance among working women in West Malaysia. With the purpose of accomplishing the aforesaid objectives, a survey is carried out within West Malaysia among 11 states in West Malaysia. A quantitative technique is used for data collection. For this purpose, 395 questionnaire was distributed to working women from different working organisations and 384 questionnaires were returned back. Statistical package for social sciences (SPSS) were used for data analysis by assuming ANOVA, coefficient, correlation, normality, reliability, and regression analysis testings. Hence, the study found a statistically significant positive relationship between work-family and job performance among working women. It also found that a significant positive relationship exists between work-family balance dimension and job performance. Further, satisfaction balance is identified as the major contributor to job performance. It is anticipated that improving the work performance of women will not only increase organizational productivity but will also boost financial performance. As a result, the corporation and female employees have recommended that individuals focus on their engagement and satisfaction balance to improve their productivity or job performance.

Keywords: Work-life Balance, Job Performance, Time Balance, Involvement Balance, Satisfaction Balance

Introduction

In the year 2020, Malaysia's women labour force made up 47.7% or nearly half of the country's population, and their participation in the year 2021 has increased to 8,767,446 which made

up 55.5% participation (Department of Statistic, 2022). While in the recent Malaysia Budget 2023, the government has proposed at least 30 per cent women represented on all board of directors by 2025. In addition the initiative of gender equality in labour force was lauded by the government's initiative under the Social Security Organisation (Socso) to encourage women to return to the workforce after long maternity leave. These initiatives supported the significant participation of women in Malaysia labour force. Hence, it is imperative to address the balance responsibilities of women between family commitment and at workplace responsibility.

In recent years, the term "work-life balance" has become increasingly common in popular discourse. It's a term that's often used in businesses, particularly large ones, and it's often believed to be at the heart of their success. A study by Mansor (2022) suggested that in order to experience an equal work-life balance, it is necessary for employers and employees to strategize the work life balance by enhancing factors including employees' satisfaction, employees' wellbeing and workload. The findings of the study also concluded that interactive communication between employers and employees may improve employee's satisfaction. Revealed that academic knowledge of the concept of work-life balance, on the other hand, is not as solid and vast as the term's widespread use would suggest. Work-life balance is how one can balance work demands with personal and family needs. Work-life balance has become a more pressing issue for businesses and workers. According to studies conducted by various scholars, it stated that this topic is important for society as employee productivity is often associated with work-life balance and has a significant impact on an individual's ability to prioritize work-lifestyle, social life, health, family, and more. For instance, the imbalance between work and life can lead to job nonattendance, pressure, lack of attention at work, and finally will decline the efficiency because of the poor performance of employees. Consequently, generally, people have stated that they are overwhelmed and that their work-life balance is turned off. According to Kelliher et al (2018) academic knowledge of the concept of work-life balance, on the other hand, is not as solid and vast as the term's widespread use would suggest while Rumangkit (2019) suggested that work-life balance itself is how one can balance work demands with personal and family needs. Literature review indicated that more studies on Work-Life Balance and the Work Performance of working females have been established after year 2000, with research focusing on business. As observed although, women had demonstrated ideal work-life balance habits, work-family conflicts appear when there is an imbalance in the allocation of time for parenting, family responsibilities, and working in the organization. Regardless of gender, employment is important, however, it is still necessary to devote more time to the family, manage the family, and care for the children and parents. Even though both men and women are affected by the family-work conflict, this study will focus on women as women in the workforce are now a significant and persistent pressure group that requires workplace flexibility.

Reducing the struggle and accomplishing the balance between work and family or the social life of female employees is one of the tenacities of the finding by analyzing the statics and recommendations given. An unevenness of work and life will lead to some undesirable effects on the personnel such as divorce and infertility due to high pressure from both work and social life. Today, employees want flexibility in their working hours. This will improve their quality of life and reduce stress. A work-life imbalance is impacting the mental health of the female employees, which will influence their quality of work and engagement in the job. The results of this study will help Malaysian companies and labour organisations to gain a deeper understanding of the factors that balance work and life as they seek to improve work performance. Thus, this study could serve as a guide for employer's references in improving

women working conditions, which ultimately will enhance work performance. Moreover, there is a dearth in the research on work-life balance and work performance of working women in Malaysia, therefore, this study hopes to give some support and dedication to academic research which would add and enrich existing studies on work-life balance and work performance among working women.

Literature Review

According to Warr & Nielsen (2018) work performance is how an employee meets the duties of their role, completes required tasks, and behaves in the workplace. Dimensions of performance include the quality, quantity, and efficiency of work. While Rumangkit, (2019) suggested that work-life balance itself is how one can balance work demands with personal and family needs. Improving time management at work allows employee to enhance work performance and achieve employees desired goals with less effort and more effective strategies. Women are confronting complexity in overseeing and balancing time for their personal and professional life (Vyvas, 2022).

Time balance explains the equal hours of time given to both work and family and trying to reduce the work (Sheikh et al., 2018). Time-based conflict arises in that place where an individual performs their role in one domain and does not able to manage it for another domain. Like she gave her time to work activities and not to home. It creates work-family conflict (Sheikh et al., 2018). The conflict between work and family is the actual complex that assumes unfavorable spillover from the domain of work to that of the family. It determines the stress levels when women spend more time at work—specifically those in private institutions causing them to lack enough time to spend with their families (Soomro et al., 2018). There are many advantages that come along with proper balance in time.

Greenhaus et al (2003); Wong (2021) suggested involvement balance is defined as an equivalent level of psychological contribution in job and family parts. Previous studies of job participation by Parbudyal et al (2004) stated that work involvement promotes individual job happiness while also increasing company productivity, according to research. This, however, may jeopardize the work-life balance. As a result, the level of psychological engagement and involvement displayed at work or outside of work is referred to as involvement balance. Individuals have less influence over their job activities than they do over their personal lives. It also implies that work-family conflict causes stress and lowers organizational effectiveness. (Sheikh et al., 2018).

Earlier studies on job participation showed that being involved in work improves individual job satisfaction while also enhancing organizational productivity, although this may be detrimental to work-life balance. It also implies that men and women have different perspectives on their work (Ojediran and Anderson, 2020). In addition, Ramadhani, 2018 suggested involvement balance refers to the level of psychological commitment and involvement at work or outside of work. While Shabir and Gani (2020) recommended that as more women pursue hard occupations, the need to strike a balance between satisfying family responsibilities and performing well at work is becoming more critical, which can lead to stress and anxiety in some circumstances.

Satisfaction balance is determined by two factors that are known as work satisfaction and family satisfaction (Vithanage & Arachchige, 2017). Work satisfaction is defined as a cheerful or good emotional expression generated by evaluating an individual's work or work skills, which basically signifies how much people enjoy working. Work-related elements for example job stability, skill diversity, role conflict and organisational commitment and internal

factors such as knowledge, importance of the job, expectations of the job, and family requirements were shown to be important in determining job satisfaction by some researcher (Smeenk et al., 2007). Family satisfaction is a process through which individuals evaluate their own lives according to their own unique norm, which can add strong and harmonious relationships as well as tenderness and personal wellbeing. While Irawanto et al., (2021) stated satisfaction balance is a combination of psychological, physiological, and environmental situations which allows people to be in the contented state that they are happy with their work and personal life.

The existence of a work-life balance can increase job satisfaction because work-life balance allows employees to balance the demands of their work with their personal lives. In addition, the existence of a work-life balance can reduce the level of burnout for employees in a company (Siregar, 2020). The work environment should be able to create good mental health for employees so that employees can focus on work. With the realization of a work environment that is in accordance with the wishes of employees, employees will feel satisfied in doing their jobs. This showed that the work environment has a positive and significant influence on job satisfaction (Handayani, 2021).

Conceptual Framework

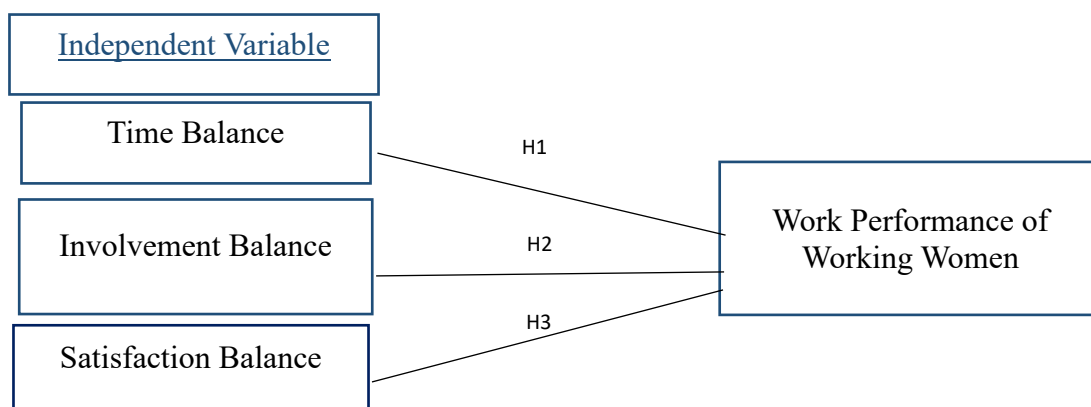


Figure 1: Conceptual Framework Relationship between Work-life Balance and Work Performance Among Working Women in West Malaysia

Research Questions (RQ)

RQ1: Is there a relationship between time balance and work performance among working women in West Malaysia?

RQ2: Is there a relationship between involvement balance and work performance among working women in West Malaysia?

RQ3: Is there a relationship between satisfaction balance and work performance among working women in West Malaysia?

Research Objectives (RO)

RO1: To examine the relationship between time balance and work performance among working women in West Malaysia.

RO2: To examine the relationship between involvement balance and work performance among working women in West Malaysia.

RO3: To examine the relationship between satisfaction balance and work performance among working women in West Malaysia.

Statement of Hypothesis

H1 : Time balance is related to the work performance among working women in West Malaysia.

H2: Involvement balance is related to the work performance among working women in West Malaysia.

H3: Satisfaction balance is related to the work performance among working women in West Malaysia.

Methodology

The study adopted a cross-sectional survey as the study was done on a subset of the population. The survey was conducted on respondents who are working women in order to examine the relation of work life balance towards the work performance of working women in West Malaysia. Questionnaire via google form was opted to be the research instrument in this research as it helps to bring better structure in the study. Google forms were embraced as it proved to be more cost-effective and speedy approach. The sample size was determined based on Krejcie and Morgan's (1970) sample size calculation table. Based on the table, when the known population (n) is more than one million, the sample size (S) will be 384. As reported by Department of Statistics Malaysia (2022), the number of working women in Malaysia in year 2021 was 8,767,446 , therefore, the number of respondents (384) is appropriate to use for data analysis in this research. The sampling location was in West Malaysia while convenience sampling technique was assumed as the technique was the easiest for researcher to access due to geographical proximity, availability at a given time and willingness of respondents to participate in the study.

Results and Discussion

Frequencies Analysis

Table 1.1

Summary of Respondents' Demographic

Variable	Classification Variable	Frequency	Cumulative Percentage (%)
Age	< 20 years old	0	0
	21-30 years old	85	22.1
	31-40 years old	182	47.4
	41-50 years old	85	22.1
	> 50 years old	32	8.3
Total		384	100
Marital Status	Single	96	25.0
	Married	278	72.2
	Widowed	5	1.4
	Separated	0	0
	Divorced	5	1.4
Total		384	100

Occupation	Professional Position	160	41.7
	Executive/ Managerial Position	128	33.3
	Production/ Manufacture Position	43	11.2
	Clerical/ Administrative Secretarial	21	5.5
	Business Proprietors/Self-employed	21	5.5
	Others	11	2.8
Total		384	100
Duration of work/day	Less than 6 hours	22	5.6
	6-8 hours	171	44.4
	More than 8 hours	149	38.9
	Flexible	42	11.1
	Total	384	100
Number of children	None	170	44.4
	1-3	192	50.0
	4-6	11	2.8
	Above 6	11	2.8
	Total	384	100

The demograhic analysis is shown in the above table.

The percentage of responses in each age group indicated the age group 31 to 40 years old had the biggest number of responses (47.2 %), followed by the age groups 22 to 30 years old and 41 to 50 years old, both with 22.2 % respondents respectively while 8.3% were over the age of 50. As for married status majority of the respondents were married (72.2 %), single women (25%), while widowed and divorced account 1.4% respondents respectively. Based on occupation, majority of the working women held professional profession (41.7%), Executive/ Managerial Position (33.3%), Production/ Manufacture Position (11.2 %), Clerical/ Administrative Secretarial and Business Proprietors/Self-employed account 5.5 % respectively while the others 2.8 %. Constructed on duration of work per day, majority of the working women worked between 6 to 8 hours per day (44.4%), worked more than 8 hours per day(38.9 %), flexible hours (11.1%) while less than 6 hours per day (5.6%) . Grounded on number of children , majority of the working women have 1 to 3 children (50%), working women with no children (44.4%), while working women with 4 to 6 children and above 6 children represent 2.8 % respectively

Test of Normality

Table 1.2 displays the results of the skewness and kurtosis-based normality test for the variables in this study. Because all of the variables are not in the range of -1.0 to 1.0, the distribution of these variables is anomalous and passes the normality test, allowing for further analysis because the error is attributable to the small sample size.

Table 1.2
Test of Normality

Variable	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Time balance	-1.569	0.369	6.926	0.724
Involvement Balance	-0.591	0.369	0.944	0.724
Satisfaction Balance	-0.761	0.369	1.844	0.724
Work Performance	-0.459	0.369	1.666	0.724

Reliability Analysis

According to Hair et al (2019), alpha values above 0.60 is acceptable. Table 1.3 shows the summary of Cronbach's alpha for all the variables in the study. The Cronbach's alpha value for the three independent variables and one dependent variable ranges from 0.690 to 0.950. Since all alpha values are above 0.60, we can justify that the measurements for all variables used in this study are valid and reliable. Table 1.3 reveals that the Cronbach's coefficient alpha for time balance was 0.920, involvement was 0.720, contentment was 0.860, and job performance was 0.950, all of which were higher than the minimum level for a reliability test of 0.60.

Table 1.3
Reliability Analysis

Variable	Number of Items	Cronbach's Alpha	Reliability
Time Balance	5	0.690	Acceptable
Involvement Balance	5	0.720	Good
Satisfaction Balance	5	0.860	Very Good
Work Performance	15	0.950	Excellence

Descriptive Analysis

Table 1.4
Time Balance

	N	Mean	Std. Deviation

When I am working, I give my complete attention to what I am doing	384	4.15	.783
When I spend time with my family, I totally devote myself to a household	384	4.10	.820
I am honestly satisfied with the time that I have spent on work	384	4.08	.857
I am honestly satisfied with the time that I have spent on family	384	4.08	.819
I have completed all the work on time.	384	4.15	.796
Valid N (listwise)	384		

Table 1.5
Involvement Balance

	N	Mean	Std. Deviation
The most important things which I value (recognition, admiration, etc.) are happening to me when I am at my job	384	4.22	.782
The most important things which I value (recognition, admiration, etc.) are happening to me when I am with my family	384	4.21	.825
I am very much involved in my family members lives	384	4.11	.843
I am very much involved in my job.	384	4.14	.823
I maintain a good working relationship with my colleagues	384	4.16	.786
Valid N (listwise)	384		

Table 1.6
Satisfaction Balance

	N	Mean	Std. Deviation
I am generally satisfied with the kind of work I do on my job	384	4.32	.758
I am generally satisfied with the kind of work I do for my family	384	4.27	.785
I am satisfied with the success I have achieved in my job	384	4.22	.845
I am satisfied with my present family situation	384	4.27	.799
I am satisfied with many situations in the work place	384	4.23	.772
Valid N (listwise)	384		

Table 1.7
Work Performance

	N	Mean	Std. Deviation
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I am competent in performing my job	384	4.22	.799
I express my paperwork in a clear manner	384	4.23	.694
I express oral correspondence in a clear manner	384	4.26	.755
I take care of the effective use of company resources	384	4.26	.784
I often engage in work enthusiastically	384	4.22	.779
I am always devoting oneself to the success of my company	384	4.26	.692
I always follow the rules and policies of my company	384	4.25	.747
I can cope successfully with difficult situations (emergencies, crises) that arise from my job	384	4.26	.767
I successfully cope with work stress	384	4.16	.792
I usually provide creative ideas in complex situations	384	4.25	.782
I successfully deal with unforeseen events (disturbances, interruptions, losses/deficiencies, crises, stagnation) in my job.	384	4.26	.685
I like to learn new technologies to make my work more effective	384	4.16	.792
I do not force others to work according to my schedule	384	4.21	.778
I deal professionally with other department members as necessary	384	4.25	.727
Without any fatigue, I can do works for many hours	384	4.25	.727
Valid N (listwise)	384		

Correlation Analysis

From Table 1.8, there are significant relationship between time balance, involvement balance and satisfaction balance with work performance of married woman. The relationships are positive and moderate correlation. Time balance and work performance had the strongest significant link, with a correlation value of 0.70. The lowest correlation link, with a score of 0.47, is between satisfaction balance and work performance.

Table 1.8

Pearson's correlation

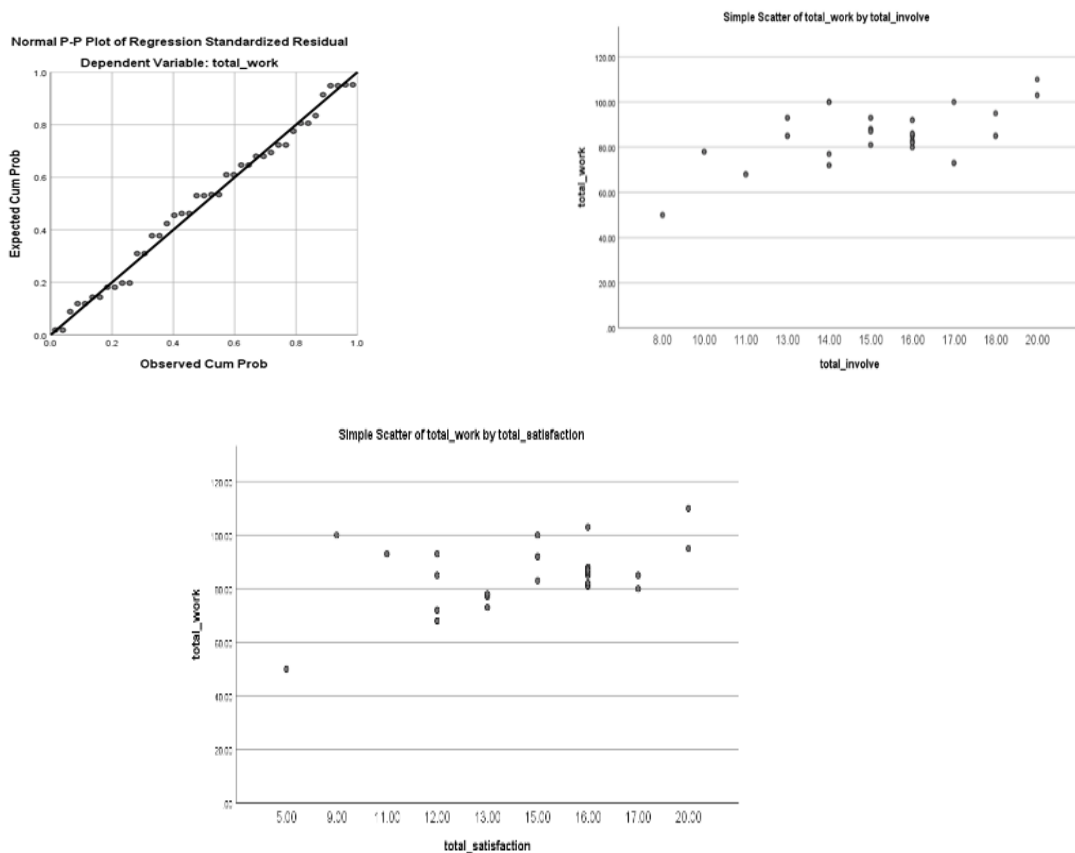
Variables	Sig	Correlation with Work Performance	Strength
Time Balance	.00	0.70	Strong
Involvement Balance	.00	0.59	Moderate
Satisfaction Balance	.00	0.47	Moderate

Multiple Linear Regression Analysis

Figure 1.1 : Analysis of Normality of the Dependent Variable

The residuals closely follow a normal distribution in which the dots lie to the diagonal line, as seen in Figure 4.6's analysis of multiple linear regression. As a result, the residuals are assumed to be regularly distributed.

Analysis of multiple linear regression



Multiple Linear Regression Analysis Findings

As a result, we identified there is no multicollinearity in the data because there is no collinearity for time balance and satisfaction balance because VIF score less than 10 and tolerance score more than 0.20. The result of regression indicated that the time balance and satisfaction balance explained 59 per cent of the variance and they are significantly predictor / stressors of work performance, $F(3, 37) = 17.55, p < .05$. Time balance contributed significantly ($\beta = .74, t(4.30), p < .05$). Involvement balance contributed significantly ($\beta = .36, t(2.79), p < .05$). Satisfaction balance not contributed significantly ($\beta = -.30, t(-1.72), p > .05$). Time balance has more impact on work performance of married woman compared to involvement balance.

Table 1.9
Multiple Regression Analysis

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	31.071	7.853		3.957	<.001		
	total_time	3.268	.760	.742	4.300	<.001	.374	2.670
	total_involve	1.557	.557	.357	2.792	.008	.684	1.462
	total_satisfaction	-1.155	.670	-.299	-1.724	.093	.371	2.693

a. Dependent Variable: total_work

Coefficient Analysis

The coefficient analysis generates a significance test with a p-value for each independent variable. It signifies that a p-value more than 0.05 is not considered significant, but a p-value less than 0.05 is considered significant. The Sig. column in Table 1.10 shows that one variable, satisfaction balance, has a p-value greater than 0.05, with a p-value of 0.93. This indicates that, while satisfaction balance isn't regarded to have a strong link to work performance, time and participation balance is thought to have a strong link to work performance.

Table 1.10
Coefficient Analysis

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.071	7.853		3.957	<.001
	total_time	3.268	.760	.742	4.300	<.001
	total_involve	1.557	.557	.357	2.792	.008
	total_satisfaction	-1.155	.670	-.299	-1.724	.093

a. Dependent Variable: total_work

Conclusions

The study sought to expand our understanding of employees' satisfaction, employees' wellbeing, workload and work life balance. According to the findings of this study, satisfaction balance has no effect on the work performance of working women, as the majority of respondents believe that they are not satisfied with the success they have achieved in their job and in many situations in the workplace. This same data, it revealed there is a positive association between participation balance and working performance of working women. This means that the involvement balance has a direct impact on the work performance of working women in two ways: through family engagement and through employee involvement. Further analysis of data revealed that there is a favorable positive relationship between time balance and working women's work performance. This means that the time balance had a direct impact on working women's work performance in West Malaysia. Time balance has the highest correlation with working women's work performance in West Malaysia, followed by involvement balance. However, because the significant level is over 0.10, satisfaction balance

has no relationship with working women's work performance in West Malaysia. Finally, most of the findings matched the research questions, indicating that the study's goals were satisfied.

Table 1.11

Summary of Hypotheses

No	Hypothesis	P-Value	Remark
H1	There is a relationship between satisfaction balance and work performance among working women in West Malaysia	0.93	Not Supported
H2	There is a relationship between time balance and work performance among working women in West Malaysia	<0.001	Supported
H3	There is a relationship between involvement balance and work performance among working women in West Malaysia	0.008	Supported

The findings are consistent with previous study by Abdul Wahab et al (2022) on the study among employees in Oil & Gas company in Kuala Lumpur and Mansor et al (2022) among respondents in a public sector in Kelantan. The study of employees in Oil & Gas suggested that engagement experienced will lead to higher work and life balance while the study on public employees in Kelantan however indicated that employees' satisfaction dominantly affected work life balance which is indifference with the findings of this study. Whereas a study by Bacallan (2016) among staff nurses in Iloilo City in the Philippines discovered that work-life balance has no significant bearing on the staff nurses' work performance particularly on their overall quality of work and specifically on their dependability, cooperation, and personality. Work-life balance therefore does not influence the work performance of the staff nurses. Hence the findings of the study on work-life balance among working women in West Malaysia and work performance revealed that improvements are required on satisfaction balance. Conceivably, the organization could provide women employees with better work requirements and conditions which would support working women to obtain satisfaction balance which will improve work performance and consequently will boost the organization's performance.

Limitation and Recommendation of the Study

Finally, there are certain flaws in this study. To begin with, even though statistically the sample size is valid, nevertheless bigger sample size will better represent the working women employee population to support the generalizability of the findings. To have a deeper understanding, future researchers should collect data from a variety of businesses. Second, statistical tests indicated that the data was not distorted in any way. Future study, on the other hand, should gather data from a variety of sources, including a mix of subordinates and supervisors. Third, this study examined the effects of work-life balance on working women's work performance. In future research, social factors such as leader behavior, policy structures, and environment could be studied as antecedents of work-life balance. Fourthly, future research should geographically extends to East Malaysia to have a holistic better understanding of the study area.

Conflicts of Interest

The authors have no conflicts of interest to declare. All co-authors have seen and agree with the contents of the manuscript and there is no financial interest to report. We certify that the submission is original work and is not under review at any other publication.

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