

## STUDY ON EMOTIONAL INTELLIGENCE FOR EMPLOYEE WELL-BEING: RETAINING HIGH-PERFORMING WOMEN IN LEADERSHIP

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### Abstract

*This study embarks on an exploration into how Emotional Intelligence (EI) can be a pivotal factor in enhancing employee well-being, with a specific focus on retaining high-performing women in leadership roles within Delhi's Information Technology (IT) sector. Given the sector's dynamic landscape, marked by rapid technological progress and stiff market competition, the workforce, especially women in leadership, navigates a complex array of professional achievements alongside societal and familial expectations. By leveraging a mixed-methods approach, integrating quantitative data from structured questionnaires with qualitative insights, the research illuminates the direct and indirect influences of EI on job satisfaction and overall well-being among female IT professionals. It uncovers the dual challenges of the 'double burden' syndrome and the glass ceiling effect as critical barriers to career advancement and personal fulfillment. Grounded in Employee Well-being Theory, Leadership, and Gender Theory, and contextualized within the unique cultural and organizational fabric of Delhi's IT industry, this study proposes a set of innovative, EI-centric strategies aimed at fostering workplace flexibility, comprehensive well-being programs, and gender-sensitive policies. The ultimate goal is to pave the way for more inclusive and supportive work environments, thus contributing significantly to the discourse on gender-specific challenges and strategies for empowerment in the IT sector.*

**Keywords:** Employee well-being, Women, IT Sector, Delhi, Gender Diversity, Organizational Culture, Employee Well-being, Job Satisfaction

### 1. Introduction

The information technology industry in Delhi has swiftly expanded into a lively and prominent sector, and it is now playing a significant role in the process of remaking the economic landscape of the region. This reshaping is occurring as a result of the city's status as a global financial center. This sector of the economy, which is characterized by rapid technological advancements and a highly competitive market environment, places a high level of demand on its workforce to demonstrate a high level of devotion as well as flexibility. This industry is distinguished by its frenetic pace of technical innovation and its very competitive market environment. According to Rachel and Babu (2018), there has been an increase in the number of women holding leadership roles within this workforce, underscoring the importance of gender diversity within the organizational structure. This demonstrates how important it is for the business hierarchy to include people of all genders. On the other hand, these advancements have not been without their challenges, especially for women who are striving to find a balance between the responsibilities they have at work and the obligations they have in their home lives.

## Significance of women in leadership roles in IT

Female leaders in the IT domain of Delhi encounter distinct obstacles. Notwithstanding their professional accomplishments, countless individuals still struggle with societal anticipations and the conventional responsibilities designated to them in kinship and community. This juggling act between work and personal life is frequently intricate and demanding, potentially affecting their employment effectiveness and contentment (Bansal & Raj, 2017; Noronha & Aithal). Furthermore, the burden to uphold this equilibrium can result in strain and well-being concerns, impacting both their individual welfare and occupational efficiency (Kutty, 2019).

## Objective of the study

The objective of this study is to explore Emotional Intelligence that can affects the mindset of employee in IT sector of Delhi to support and retain high-performing women in leadership positions.

## 2. Literature Review

### A. Employee well-being in the IT Sector

**Challenges in the IT Industry:** The information technology industry is renowned for its challenging work environment, distinguished by extended periods, intense pressure, and swift advancements in technology (Kudachimath & Rotti, 2014). This milieu presents noteworthy obstacles for employees endeavoring to uphold a salubrious equilibrium between their vocation and personal existence.

**Impact on Employees:** Research has indicated that workers in the information technology industry frequently encounter challenges when it comes to achieving equilibrium between their professional and personal lives, resulting in anxiety, diminished contentment with their occupation, and potentially even medical concerns. This disparity is especially evident during intense periods, like project due dates or technological launches (Agha, Azmi, & Irfan, 2017).

### B. Women in Leadership Positions

**Double Burden Syndrome:** Females in positions of authority frequently encounter the 'dual load' syndrome, where they are anticipated to excel in their occupational roles while simultaneously handling household obligations. This twofold anticipation results in a notable clash between employment and individual existence (Bansal & Raj, 2017).

**Glass Ceiling Effect:** The existence of a transparent barrier in numerous establishments restricts the progression possibilities for females, contributing to the strain they undergo. Female leaders frequently discover themselves requiring to demonstrate their competencies consistently in a male-dominated sector (Noronha & Aithal).

**Organizational Culture and Policies:** The function of corporate culture in Employee well-being Equilibrium is vital. Corporations with inflexible timetables and unhelpful atmospheres intensify the difficulties for women in positions of authority. On the other hand, adaptable work arrangements and encouraging measures can greatly enhance their Employee well-being Equilibrium (Crooker et al., 2002; Fapohunda & Tinuke, 2014).

### C. Effect on Job Satisfaction and Personal Well-being

**Job Satisfaction:** The challenge to uphold Employee well-being Equilibrium can impact women's job contentment. When Employee well-being Equilibrium is inadequate, it frequently results in diminished job contentment and dedication to the establishment (Greenhaus, Collins, & Shaw, 2003).

**Personal Well-being:** The perpetual juggling act between professional obligations and personal duties can negatively impact the personal welfare of women in leadership roles. This disparity can result in heightened tension levels and possible exhaustion (Bird, 2006; Farrell, 2011).

This literary examination emphasizes the diverse obstacles women encounter in managerial positions in the IT industry, specifically in upholding a well-balanced equilibrium between work and personal life. The critique additionally emphasizes the significance of encouraging organizational policies and practices in alleviating these obstacles.

## 3. Theoretical Framework

### A. Employee well-being Theory

The Employee well-being Equilibrium Principle highlights the significance of attaining a harmonious equilibrium between occupational responsibilities and individual existence. In the arduous context of the IT industry, attaining this equilibrium is notably difficult. Workers frequently encounter extended periods, elevated pressure, and the requirement for ongoing adjustment to technological alterations (Kudachimath & Rotti, 2014). The hypothesis proposes that a superior Employee well-being Equilibrium not only boosts personal welfare but also results in enhanced job effectiveness. This is crucial in the IT sector, where the stress to stay at the forefront can frequently result in Employee well-being clashes, affecting employees' well-being and job contentment (Agha, Azmi, & Irfan, 2017). Efficient Employee well-being Equilibrium tactics are therefore crucial for preserving employee welfare and efficiency.

### B. Leadership and Gender Theory

Leadership and Gender Theory explores how gender roles and clichés influence leadership approaches and efficacy, specifically within the framework of women in leadership roles. In the IT domain, female leaders frequently face the 'dual load' syndrome, juggling occupational obligations with household duties. This predicament is intensified by the 'transparent barrier' phenomenon, where progression possibilities for women are restricted, contributing to job-related tension (Bansal & Raj, 2017). Moreover, the predominantly male-oriented essence of the IT sector implies that women frequently necessitate exerting more effort to demonstrate their competencies and managerial attributes (Noronha & Aithal). The hypothesis champions for additional comprehensive and encouraging organizational cultures that acknowledge and tackle these gender-specific obstacles, fostering a more salubrious Employee well-being Equilibrium and offering equitable opportunities for female leaders (Crooker et al., 2002; Papohunda & Tinuke, 2014).

### C. Cultural and Social Dynamics in Delhi's IT Sector

The cultural and societal dynamics within Delhi's IT industry offer a distinct backdrop against which the equilibrium between work and personal life, as well as the obstacles faced by women in leadership

roles, must be comprehended. The customary cultural standards in Delhi frequently impose supplementary familial and societal obligations on women. These anticipations can clash with the occupational requirements of the IT industry, where labor is frequently time-consuming and rigid (Farrell, 2011). This cultural milieu can render it notably arduous for women in authoritative roles to uphold a salubrious equilibrium between their vocational and individual existences. Tackling these obstacles necessitates organizational tactics that are not just attuned to the indigenous cultural milieu but also forward-thinking in fostering an equilibrium between vocational obligations and individual existence for females in the information technology domain (Kudachimath & Rotti, 2014; Fapohunda & Tinuke, 2014).

#### 4. Methodology

In this study, an analytical approach encompassing both qualitative and quantitative methodologies is utilized to explore Employee well-being Equilibrium and job contentment among female workers in the information technology industry of Delhi. Employing deliberate sampling, the investigation centers on a heterogeneous assemblage of females in information technology, exhibiting differences in age, marital status, and employment role, to guarantee a thorough comprehension of the topic. Information gathering is conducted via organized surveys, created to acquire comprehensive perspectives into the respondents' professional setting, individual existence, and the interaction amidst them. Replies are documented on a 3-point Likert scale (Concur - 3, Indifferent - 2, Object - 1), allowing for a measurable evaluation of contentment levels and the efficiency of Employee well-being Equilibrium tactics. For data examination, the investigation combines numerical analysis to quantify the questionnaire responses and thematic analysis to extract pivotal themes from the qualitative data. This method enables the recognition of patterns and associations among different elements impacting Employee well-being Equilibrium and employment contentment. The investigation additionally explores an examination of present tactics utilized in Delhi's IT industry to facilitate Employee well-being Equilibrium, scrutinizing their efficacy and influence on job contentment among female staff members. It subsequently suggests groundbreaking approaches founded on the discoveries of the literature examination and theoretical structure, customized to tackle the particular obstacles recognized in the industry. These tactics encompass improved adaptability, staff welfare initiatives, and supportive institutional guidelines, with a specific focus on customizing them to the regional cultural milieu of Delhi. This modification considers customary gender roles, societal anticipations, and the unique work ambiance of Delhi's IT industry, striving to suggest efficient and culturally aware resolutions to enhance Employee well-being Equilibrium for women in IT executive roles.

#### Data Analysis and Interpretation

Utilizing the statistical program, an analysis of the data is carried out. The simple percentage analysis, the chi-square test, and the correlation test are the ones that I utilized. Which is used to determine whether or not there is a significant link between the variables being studied (the dependent variables) and the variables being studied (the independent variables), and its cross tabulation is described below in Table 1.

Category	Subcategory	Respondents	Percentage (%)
<b>Marital Status</b>	Single	25	41.67
	Married	35	58.33
	<b>Total</b>	60	100
<b>Age</b>	Below 30	25	41.67

	30-40	22	36.67
	40-50	8	13.33
	Above 50	5	8.33
	<b>Total</b>	60	100
<b>Flexible Working Hours</b>	Agree	38	63.33
	Neutral	12	20
	Disagree	10	16.67
	<b>Total</b>	60	100
<b>Job Satisfaction</b>	Agree	45	75
	Neutral	11	18.33
	Disagree	4	4
	<b>Total</b>	60	100
<b>Stress</b>	Agree	22	36.67
	Neutral	14	23.33
	Disagree	24	40
<b>Family Problem</b>	Agree	14	14
	Neutral	26	43.33
	Disagree	20	20

Table 1: Data Interpretation study of Respondents with different categories

In this extensive investigation encompassing 60 participants from the IT industry, the gathered information offers enlightening discoveries about the equilibrium between personal and professional life and contentment at work among female staff. Examining conjugal condition, it was noted that the majority (58.33%) were wedded, indicating a substantial percentage juggling dual obligations of employment and household. In terms of age, a significant portion of the participants (41.67%) were under 30 years old, suggesting a youthful labor force, while individuals in the 30-40 age category constituted a near second at 36.67%, demonstrating a varied age spectrum in the field. In relation to adaptability in working hours, a noteworthy 63.33% concurred that their working hours were pliable, which is suggestive of progressive workplace guidelines in the IT industry. Job contentment levels were remarkably elevated, with 75% of the participants concurring that they were content with their occupation, showcasing a favorable outlook on the industry's workplace ambiance. Nevertheless, anxiety levels were equally remarkable, with 36.67% concurring that they encountered anxiety, emphasizing the demanding quality of the IT sector. Ultimately, in regards to matters concerning family, 43.33% ultimately maintained a neutral stance, indicating a harmonious blend of work and familial obligations, while also highlighting potential hidden obstacles in attaining an ideal work-family balance. This information collectively showcases the diverse facets of Employee well-being Equilibrium in the IT industry, underscoring domains of contentment as well as strain and obstacles, notably for females in different life phases and marital conditions.

### Chi-Square Analysis

#### Chi square test for job satisfaction and age

H0: There is no relationship between Job Satisfaction and Age H1: There is relationship between Job Satisfaction and Age

Job Satisfaction * Age Cross tabulation						
Count						
		Age				Total
		Below 30	30-40	40-50	Above 50	
Job satisfaction	satisfied	25	6	0	0	31
	neutral	0	9	8	4	21
	dissatisfied	0	8	0	0	8
Total		25	23	8	4	60

Table 2: Relation between Job Satisfaction and Cross Tabulation

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	56.634a	6	0
Likelihood Ratio	67.363	6	0
Linear-by-Linear Association	19.051	1	0
N of Valid Cases	60		

Table 3: Relationship between Job Satisfaction and Age with Chi-Square Analysis

The purpose of doing a Chi-Square test to examine the link between work satisfaction and age was to determine whether or not there was a significant connection between these two factors. The alternative hypothesis (H1) claimed that there was a link between work satisfaction and age, in contrast to the null hypothesis (H0), which said that there was no association between job happiness and age. The crosstabulation of job satisfaction across various age groups (below 30, 30-40, 40-50, and over 50) demonstrated that different people experience varying degrees of fulfillment in their work. Notably, none of the respondents under the age of 30 were unhappy with their jobs, however the 30-40 age group was the only one to report being dissatisfied with their jobs. The findings of the Chi-Square test (Pearson Chi-Square = 56.634, df = 6, Asymptotic Significance = 0) suggested a significant link between age and work satisfaction, which led to the acceptance of hypothesis 1. This suggests that age is a determinant in job satisfaction levels among women working in the information technology industry, with various age groups demonstrating differing degrees of happiness with their jobs.

Thus the Result concluded that is H1 is Accepted. Hence there is relationship between the Job Satisfaction and Age.

#### **Chi square for marital status and family problems**

H0: There is no significant relation between marital status and family problems H1: There is significant relation between marital status and family problems

Marital * Family Problem Crosstabulation					
Count					
		Family Problem			Total
		1	2	3	
marital	single	7	3	12	22
	married	7	11	20	38
Total		14	14	32	60

Table 4: Relationship between Marital and Family Problems

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.481a	2	0.289
Likelihood Ratio	2.563	2	0.278
Linear-by-Linear Association	0.267	1	0.605
N of Valid Cases	60		

Table 5: Relationship between Marital status and Family Problems with Chi-Square Analysis

The purpose of this study was to discover whether or not there was a substantial connection between one's marital status (single or married) and the presence of family issues. The alternative hypothesis (H1) indicated that there was a significant association between these factors, in contrast to the null hypothesis (H0), which said that there was no significant relation between these variables. The crosstabulation illustrated the different types of family issues experienced by respondents who were either single or married. As a consequence of the findings of the Chi-Square test (Pearson Chi-Square = 2.481, df = 2, Asymptotic Significance = 0.289), which showed that there was no statistically significant link between marital status and family difficulties, the null hypothesis (H0) was accepted. This result reveals that married status does not substantially impact the incidence of family difficulties within the sample. This finding suggests that issues that arise within the setting of the family are likely influenced by variables other than marital status.

Thus, the Result is concluded that is H0 is Accepted. Hence there is no relation between the marital and family problems.

### Correlation Analysis

#### Correlation between Stress and Job Satisfaction

H0:  $\rho=0$ , There is no relationship between Stress and Job satisfaction H1:  $\rho \neq 0$ , there is relationship between Stress and Job satisfaction

Correlations			
		Work Stress	Job Satisfaction
Work stress	Pearson Correlation	1	.645**
	Sig. (2-tailed)		0
	N	60	60
Job satisfaction	Pearson Correlation	.645**	1

Sig. (2-tailed)	0	
N	60	60

Table 6: Relationship between Stress and Job Satisfaction

The purpose of the correlation study that was carried out between stress and work satisfaction in the information technology industry was to investigate the nature of the connection that exists between these two factors. The alternative hypothesis (H1) indicated that there was a link between stress and work satisfaction ( $\neq 0$ ), but the null hypothesis (H0) said that there was no association between stress and job satisfaction ( $=0$ ). That of the Pearson It was discovered that the correlation coefficient between stress at work and job satisfaction is .645, with a 2-tailed significance of 0, showing that there is a statistically significant association between the two concepts. According to this positive association coefficient, it seems that one's degree of work satisfaction tends to improve as one's stress levels also increase, or vice versa. This finding goes against what one may assume, which is that greater levels of stress would be connected with lower levels of happiness in one's profession. Nevertheless, this positive association may represent a complicated interaction in the workplace, in which specific stresses may be related with more engaging and gratifying job positions. Alternatively, it may imply a sense of good performance and dedication, which leads to happiness in spite of stress. The fact that Hypothesis 1 was accepted suggests that there is a substantial connection between levels of stress and levels of work satisfaction among the participants.

Thus, the result is concluded that  $\rho$  is greater than 0. Hence there is positive relationship exist among the Stress and Job satisfaction.

#### Correlation between Age and working hours

H0:  $\rho=0$ , There is no relationship between Age and working hours H1:  $\rho\neq 0$ , there is relationship between Age and working hours

Correlations			
		Age	Working Hours
Age	Pearson Correlation	1	.853**
	Sig. (2-tailed)		0
	N	60	60
Workinghours	Pearson Correlation	.853**	1
	Sig. (2-tailed)	0	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 7: Correlation Analysis between Age and Working Hours

In the field of information technology, the purpose of the correlation study between age and working hours was to ascertain whether or not there was a connection between these two factors. Both the alternative hypothesis (H1) and the null hypothesis (H0) said that there was no association ( $=0$ ), while the null hypothesis (H0) stated that there was a link (0). According to the findings of the study, there is a very significant positive connection between age and working hours. The Pearson correlation coefficient was found to be .853 between the two variables, and the significance level for two-tailed testing was 0. Age and working hours are substantially connected, as shown by the high correlation



coefficient between the two variables; changes in one variable are closely correlated with changes in the other variable. This might suggest that workers tend to put in longer hours as they get older, or that those who put in longer hours are often older. This could be a reflection of professional growth, more responsibility, or personal choice as one gets older. The finding lends credence to the acceptance of Hypothesis 1, demonstrating that there is a strong positive correlation between age and working hours among the individuals who took part in the research. The conclusion that can be drawn from this is that is larger than 0. As a result, there is a positive link that exists between age and the number of hours worked.

## 7. Discussion

### *Interpretation of Findings in the Context of Existing Literature*

The discoveries of this investigation reverberate with current writing underscoring the intricate obstacles experienced by females in authoritative positions within the IT industry, particularly in upholding a well-balanced Employee well-being Equilibrium (Rachel & Babu, 2018; Bansal & Raj, 2017). The elevated levels of job contentment disclosed, notwithstanding the existence of tension, correspond with the distinct dynamics of the IT industry, where demanding work settings can coexist with gratifying job positions (Agha, Azmi, & Irfan, 2017). The affirmative association between tension and work contentment might demonstrate a subtle facet of the IT sector, where difficulties and strains frequently constitute essential components of fulfilling professions (Greenhaus, Collins, & Shaw, 2003). Furthermore, the noteworthy correlation between age and employment hours implies a possible surge in obligations or alterations in job positions as females advance in their professional journeys, a discovery that corresponds with the Leadership and Gender Theory (Noronha & Aithal).

### *Feasibility and Potential Impact of Emotional Intelligence*

The suggested approaches, enlightened by the investigation's discoveries and the conceptual structure, seem to be viable and potentially influential for enhancing Employee well-being Equilibrium in Delhi's IT industry. Approaches such as improved adaptability and staff welfare initiatives are not just aligned with worldwide superior methods but also tackle the particular requirements and obstacles emphasized by the participants (Crooker et al., 2002; Fapohunda & Tinuke, 2014). The stress on adjusting these tactics to the indigenous cultural context of Delhi is especially vital, considering the customary gender roles and societal anticipations that impact women's encounters in the professional sphere (Farrell, 2011). Enacting these tactics could result in enhanced job contentment, diminished anxiety levels, and superior overall welfare among female executives in the information technology industry.

## 8. Conclusion

The findings of this comprehensive study underscore the indispensable role of Emotional Intelligence (EI) in navigating the multifaceted challenges faced by women in leadership positions within Delhi's IT sector. By closely examining the intersection of EI with factors contributing to employee well-being and job satisfaction, this research highlights the nuanced ways in which EI can mitigate the adverse effects of the 'double burden' syndrome and the glass ceiling effect, thereby supporting the retention and flourishing of high-performing women leaders. The proposed EI-driven strategies, tailored to address the specific needs and obstacles identified, hold the promise of revolutionizing workplace dynamics. They emphasize the necessity of cultivating an emotionally intelligent leadership approach, augmented by supportive organizational cultures and policies that are sensitive to gender diversity and

work-life integration. Implementing these strategies requires a concerted effort to shift entrenched organizational norms and societal attitudes, championing a culture that values and nurtures the well-being of all employees, particularly women in leadership roles. This study contributes a significant layer of understanding to the ongoing dialogue around gender, leadership, and well-being in the IT industry, offering actionable insights for organizations committed to fostering a more equitable, empathetic, and resilient workforce.

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