

## **CONTRIBUTORS TO WORK-LIFE BALANCE: A STUDY OF OSWAL GROUP**

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### **Abstract**

*Work life stress and increased pressure on employees has made organisations to recognise their employees as people with responsibilities that require time and energy outside the work. It is also in the interest of the organisations to help the employees to maintain work-life balance so that the employees can be retained in the organisation. A balanced life is one where we spend our intellectual, imaginative, spiritual and physical energy and efforts between key areas of importance. The neglect of one or more areas may threaten the vitality of the whole. Work-life balance is the person's control over the responsibilities between their work place, family, friends and his own self. A successful work-life balance strategy reduces the stress and raises the job satisfaction in the employee while increasing the productivity. Achieving the work-life balance depends upon the organisational climate and job-related aspects. Sound organisational climate and better job prospects can be source of job satisfaction of employees which help in reducing the job stress and making employees more energetic to undertake organisational as well as personal commitments properly. Thus, an attempt is made to study the impact of various facets of work-life balance and to identify the contributors to work-life balance of Oswal group.*

**Keywords:** *work-life balance, facets, management, etc.*

### **Introduction**

The modern economy is undergoing metamorphic changes. This has led the business to undergo a lot of changes like changes in business environment, technology, work forces and many more. Even the high level of competition, multiple responsibilities in work and in personal life, and the employees face a lot of challenges in maintaining work-life balance. This led to work life stress and increased pressure on employees which had made organisations to recognise their employees as people with responsibilities that require time

and energy outside the work. It is also in the interest of the organisations to help the employees to maintain work-life balance so that the employees can be retained in the organisation.

Work-life balance being a broader concept includes those individuals also who are without child care and family responsibilities. This is more inclusive than the previous family- friendly agenda which focused only on the needs of the working mothers and people with family responsibilities. Work-life balance strategies provide solution to various work-life problems. Some strategies are required to cope up with organisational and personal levels which are job security, rewards, recognition, participative management and welfare programs for the organisation and positive attitude and self-management on the part of the employees. A proper work-life balance helps in reducing stress and work conflicts.

A balanced life is one where we spread our energy and effort, intellectual, imaginative, spiritual and physical between key areas of importance. The neglect of one or more areas may threaten the vitality of the whole. Work-life balance is the person's control over the responsibilities between their work place, family, friends and his own self. A successful work-life balance strategy reduces the stress and raises the job satisfaction in the employee while increasing the productivity. Profession of any person is an integral part of his/ her life. As there are opportunities and responsibilities in life, careers are also guided by the opportunities and responsibilities. Achieving the work-life balance depends upon the organisational climate and job-related aspects. Sound organisational climate and better job prospects can be source of job satisfaction of employees which help in reducing the job stress and making employees more energetic to undertake organisational as well as personal commitments properly.

### **Review of literature**

**Galinsky and Stein (1990)** identified the seven major issues faced by employees. It highlighted that some companies were responsive towards work/family problems and other need to focus on work/family strain. **Croon et al. (2004)** revealed that voluntary turnover was influenced by stressful work which was caused due to work strains. It was suggested that the improvement in the working conditions can reduce the psychological stress and this would help in reducing the turnover also. **Valcour (2007)** revealed that there was negative association between work hours and work-family balance. There was reduction in the ability of employees to meet multiple role demands was due to increase in working hours. Job complexity and control over work time were positively related with the satisfaction and work-family balance. **Iman, Qureshi and Khan (2011)** explored the relationship between job performance of employees surviving the retrenchment with role of work load, work-

family conflict and stress. It was found that there was positive relationship between work load and work-life balance. There was work-family conflict due to extra work load. There was negative effect of work-family conflict on job performance of employees. **Delina and Raya (2013)** explored the challenges faced in maintenance of work-life balance of married women and factors affecting the work-life balance. It was found that IT sector working women had more difficulties in maintaining their Work-life balance than healthcare and academic sector working women. Less time to socialize and relaxation was found amongst the IT sector working women. Less time for their hobbies and leisure activities was found among working women from all three sectors. **Singh and Dhawan (2013)** revealed that the role stress has effect on overall job satisfaction of employees. Major role stressors were inter-role distance, role stagnation, role overload, ambiguity and personal inadequacy. The satisfied employees had higher level of job satisfaction and this led to higher job performance. It was suggested that both employee and employer should try to positively adapt to every situation. **Parida (2016)** focused on extensive literature review on policies and practices of work-life balance along with study on work culture in different industries. It was suggested that in both private and public sector, the good work-life balance policies need to be adapted for the benefit of employees. **Ashtankar (2016)** found that work-life was imbalanced among the working women. There was significant difference between work-life balance of women employees of different professions. Stress was found to be highest among the women employees of police department and lowest among the women employees of academic institutions. Increase in experience of women employees was found to reduce their job stress level. **Julka and Mathur (2017)** explored the challenges faced by women employees in maintaining balance between their personal and professional lives and suggested that organisations should adapt such HR policies that help in overcoming the issues of work-life balance of women employees. **Kshirsagar (2018)** studied the work-life balance problems among the working women in academics, banks and health care sector of Aurangabad region; along with study of factors affecting work-life balance and their impact on quality of life. It was found that lack of work-life balance led to rise in stress among the women. Women employees suffered in their health, relationships and long-term employability due to long working hours.

### **Scope of study**

The scope of the present study has been confined to Oswal Group. To carry out the proposed research work, a sample of 630 employees working at different levels has been drawn from various sections operating at Vardhman Polytex Ltd. Out of which 581 questionnaires has been returned duly filled.

### **Objectives of study**

The objectives of the present study are:

- To study the impact of facets of work-life balance.
- To study the contributors to work-life balance.

### **Research methodology**

Research methodology is a systematic way of solving the research problem. Both primary and secondary data has been used for the accomplishment of the objectives of the present study. Questionnaire has been prepared and distributed to the sample. In the first stage the company has been divided into various manufacturing plants. Then the employees of each manufacturing plant have been divided into the two groups, i.e. White-Collar Employees and Blue-Collar Employees. In the next stage, a quota of 20 percent has been applied to each category.

Table 1

Sample Size of respondents

S.No.	UNITS OF COMPANY	TOTAL NUMBER OF EMPLOYEES		NUMBER OF RESPONDENTS QUOTA SAMPLING (QUOTA 20%)		TOTAL SAMPLE
		White collar	Blue collar	White collar	Blue collar	
1	Vardhman Polytex Limited (Corporate Office)	147	18	30	4	34
2	Vardhman Polytex limited Bathinda	176	1255	35	251	286
3	Vinayak Textiles Mills Ludhiana	147	923	30	185	215
4	Vardhman Polytex Limited Nalagarh	74	327	30	65	95
	<b>TOTAL</b>	<b>544</b>	<b>2523</b>	<b>108</b>	<b>505</b>	<b>630</b>

### Data analysis and interpretation

#### Facets of Work-Life Balance: An Impact Analysis

The unpredictable working environment has been creating pressure on the employees for their performance and this pressure leads to stress. With the increasing competition and pressure, employees are not able to give proper time devotion to their families. The lesser time for personal and family chores leads to stress. Even the longer duration of work contributes to stress. With the innovations in technology, the work has no boundaries now a days. Employees also work from their home. People remain busy with their work every time. This has led to interference in their personal lives. This disturbance of personal and professional life has led to work-life imbalance situation. Judge and Colquitt (2004) in their study identified that increasing individual stress level was caused due to work. There was negative association between work hours and work-family balance (Valcour, 2007). Work-life balance was positively related to the job satisfaction (Kanwar, Singh and Kodwani, 2009). Work-life imbalance was caused due to multiple role of individual in family, work, organisation and social level (Delecta, 2011). There was positive relationship between the

level of stress and work-life imbalance (Zaheer *et al.*, 2016). Lack of work-life balance led to rise in stress among the women (Kshirsagar, 2018).

Thus, it is important to study the various contributors to work-life balance. With this regard, the employees of Oswal group has been asked about the different facets contributing in their work-life balance. Table 2 analyses different facets contributing to the work-life balance of the employees. About ninety two percent of respondents stated that the job satisfaction level has the major impact on the work-life balance of the employees. Satisfaction of an employee from its work helps an employee to lead a happy and satisfied life. The job satisfaction helps in enhancement of the efficiency employees and also to increase the commitment level. This upsurge in satisfaction level reduces the turnover and absenteeism that proves beneficial for both organisations and employees. About ninety percent of respondents feel that the quality of personal life and quality of work life significantly affect their work-life balance. Quality of work life directly affect the productivity and satisfaction level of employees. There is positive relation between the productivity level and quality of work life. Thus, for increasing the production and profitability, better quality of work life should be provided to the employees. In context to quality of personal life there are innumerable aspects such as health, financial well-being, emotional well-being, quality of environment, personal safety and many more. Presence of these aspects makes the life of an individual relaxed and gratifying. This bring peace of mind and it ultimately helps an individual to grow in his professional life also.

Eighty-nine percent of respondents believe work climate to be contributing towards work-life balance. Working climate constitutes each and every aspect of the work place of the employees. The working climate includes both internal and external environment consisting of managers, supervisors, work, physical conditions, competitive environment, social environment and so on. The actions of supervisors and managers have direct impact on the working of the employees. Thus, the organisations can grow by having friendly, co-operative and supportive working climate. Human resource policies have also found to be significantly contributing towards maintenance of work-life balance of employees. Majority of the respondents have the perception that the human resource policies of the organisation impact their life a lot. The policies state the conditions and situations of work. The work life of an employee is completely driven by the policies of the organisation. Thus, an organisation can contribute towards maintenance of work-life balance of its employees by making such policies which would contribute towards the development of employee also. Job stress has been found as a contributor by about seventy-two percent of respondents. The inability of an employee to manage their personal and professional lives simultaneously leads to work-life imbalance causing a lot of stress. Under stress, an employee can't perform his duties with his complete calibre and this leads to low productivity level. Stress ultimately affects the work of employee in negative manner. Moreover, the stress caused by some personal causes also affects the life of employee. Stress in any form, be it from workplace or from personal life of employee, proves fatal only. Thus, it becomes very important for an organisation to identify the stress causing factors and to eliminate them from the lives of its employees. This can contribute in the maintenance of work-life balance.

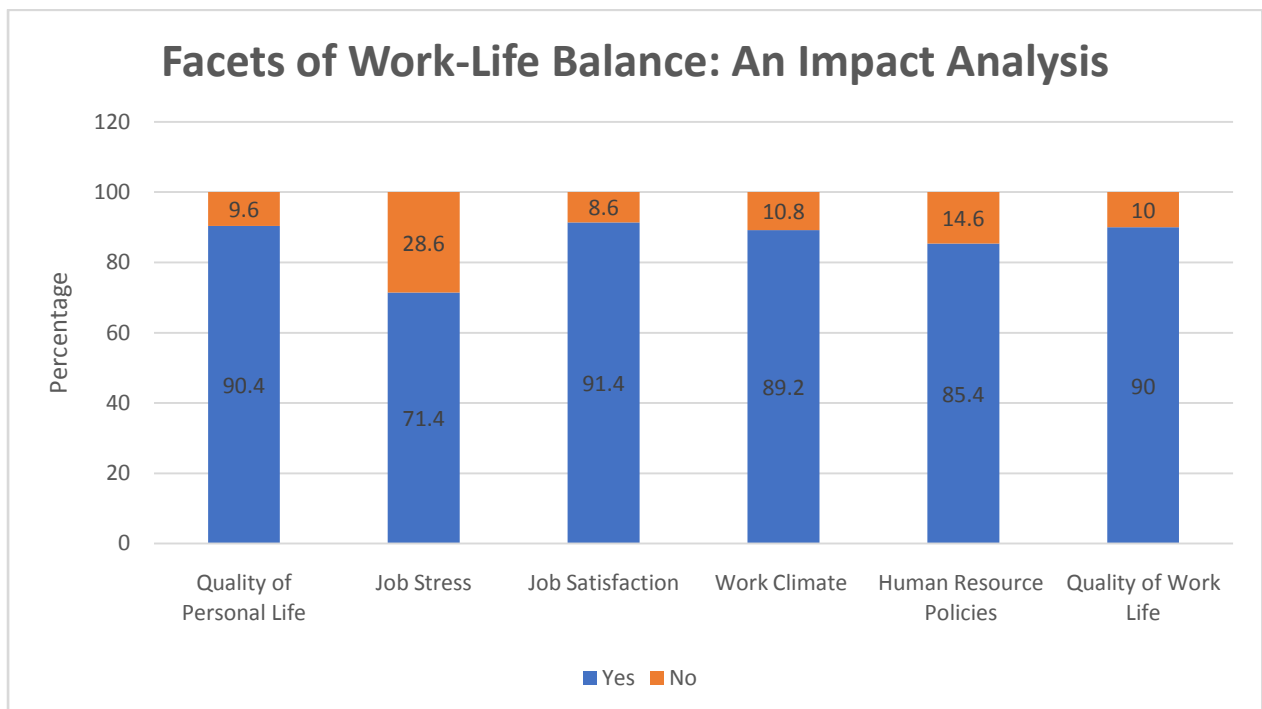
**Table 2**  
**Facets of Work-Life Balance: An Impact Analysis**

Variables	Yes	No	Total
Quality of Personal Life	525 (90.4)	56 (9.6)	581 (100)
Job Stress	415 (71.4)	166 (28.6)	581 (100)
Job Satisfaction	531 (91.4)	50 (8.6)	581 (100)
Work Climate	518 (89.2)	63 (10.8)	581 (100)
Human Resource Policies	496 (85.4)	85 (14.6)	581 (100)
Quality of Work Life	523 (90)	58 (10)	581 (100)

Source: Data collected through questionnaire

**Figure 1**

**Facets of Work-Life Balance: An Impact Analysis**



**Significant contributors to Work-Life Balance: A Factor Analysis**

In the former discussion, different facets of work-life balance have been discussed which revealed that the employees of Oswal group identified job satisfaction, quality of work life, quality of personal life, work climate, human resource policies and job stress level affecting their work-life balance. Thus, it becomes imperative to study the major contributors of work-life balance. There are various dynamics that contribute in management of professional and personal life like organisation related, management related, personal, family

oriented and many more factors. In today’s competitive environment, only those organisations can retain and attract the talented employees which follows the work-life balance friendly policies. Thus, to find the factors and contributors of work-life balance of employees of Oswal group following factor analysis has been applied. It has been applied on thirty-nine variables which have been clubbed into eight factors.

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy has been used for examining the appropriateness of factor analysis on the sample taken for the study. Higher values between 0.5 and 1 indicate that factor analysis is appropriate. The results depicted in table 3 indicates the KMO measure of sample adequacy value to be 0.759. Thus, the factor analysis is considered appropriate. The Bartlett’s test value has been also found highly significant indicating appropriateness of the test applied.

The results of factor analysis have been depicted in the following tables. The table 4 explains the number of variables that can be clubbed to make a single factor. Only those factors are retained whose eigen value is more than one. Eigen values are the amount of variance associated with the factors. Eight factors that help in maintenance of work-life balance have been extracted from thirty-nine variables.

**Table 3**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.759
Bartlett's Test of Sphericity Approx. Chi-Square	32632.350
df	741
Sig.	0.000

**Table 4**

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	13.476	34.554	34.554	13.476	34.554	34.554	5.382	13.800

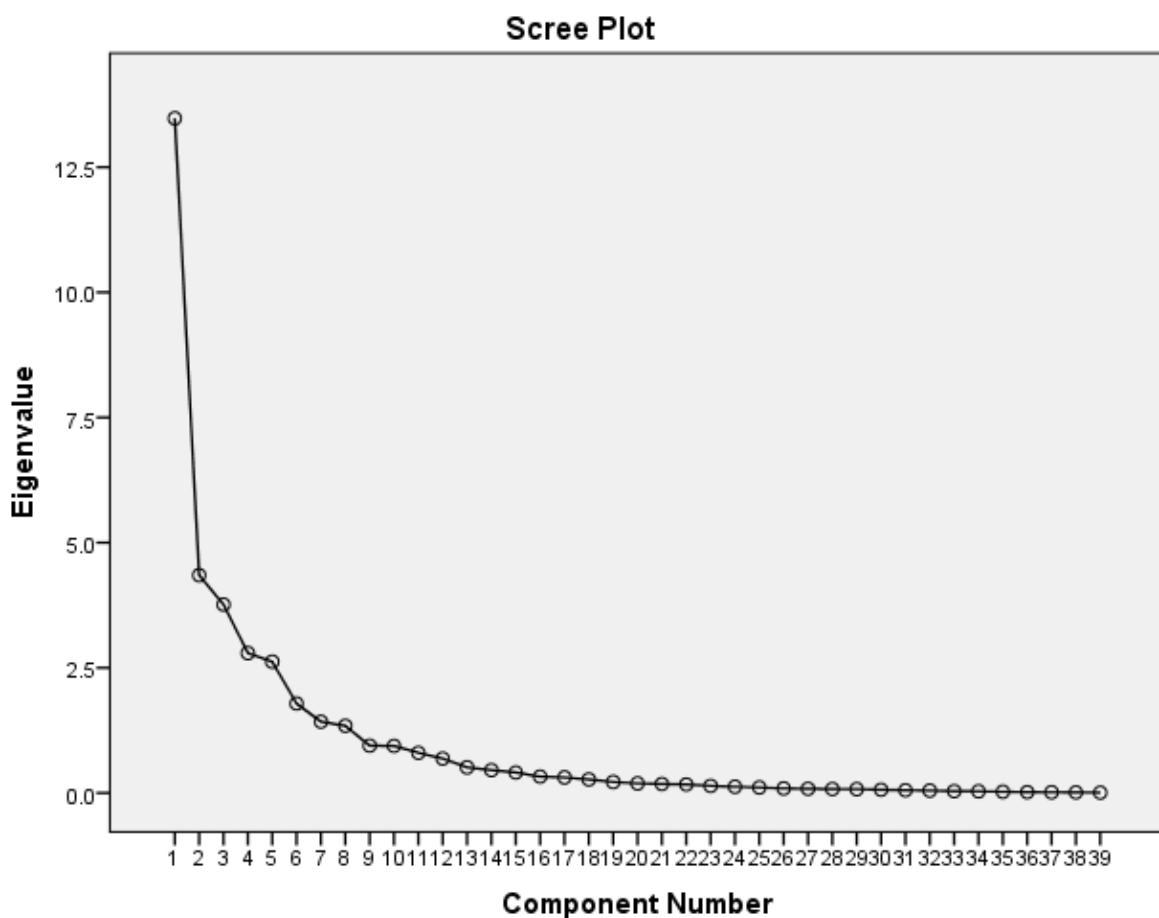
2	4.350	11.154	45.708	4.350	11.154	45.708	5.050	12.948	26.748
3	3.763	9.648	55.356	3.763	9.648	55.356	4.653	11.930	38.678
4	2.795	7.166	62.522	2.795	7.166	62.522	4.185	10.731	49.409
5	2.623	6.726	69.248	2.623	6.726	69.248	4.144	10.625	60.034
6	1.786	4.580	73.828	1.786	4.580	73.828	3.660	9.385	69.419
7	1.424	3.651	77.479	1.424	3.651	77.479	2.306	5.913	75.332
8	1.342	3.442	80.921	1.342	3.442	80.921	2.180	5.589	80.921
9	.945	2.424	83.345						
10	.940	2.410	85.755						
11	.803	2.059	87.814						
12	.687	1.761	89.575						
13	.511	1.311	90.886						
14	.456	1.169	92.056						
15	.408	1.046	93.102						
16	.327	.838	93.940						
17	.311	.798	94.738						
18	.271	.694	95.432						
19	.219	.563	95.994						
20	.192	.492	96.486						
21	.180	.463	96.949						
22	.171	.439	97.388						
23	.143	.366	97.753						
24	.124	.318	98.071						
25	.110	.281	98.352						
26	.091	.233	98.586						
27	.085	.218	98.804						
28	.079	.202	99.006						
29	.076	.195	99.200						
30	.065	.167	99.368						
31	.055	.140	99.508						
32	.047	.121	99.629						
33	.036	.093	99.722						
34	.034	.087	99.808						



35	.025	.063	99.871						
36	.018	.045	99.916						
37	.014	.035	99.952						
38	.012	.030	99.982						
39	.007	.018	100.000						

Extraction Method: Principal Component Analysis.  
 Source: Data compiled through questionnaire

Figure 2



Scree plot clearly shows that eight factors can be retained which have eigen value equal to or more than one in figure 2. But it is difficult to distinguish which factors are to be clubbed under these eight factors. Thus, rotated component matrix has been applied. The table 5 illuminates the rotated component matrix by varimax rotation applied on all the variables considered for representing the contributors of work-life balance. The factor analysis has clubbed the variables into eight factors. These factors can be named as:

1. Work related factor
2. Organisational facilities related factor
3. Personal and social life related factor
4. Family life related factor
5. Participation in management related factor
6. Scope for advancement related factor
7. Performance of job-related factor
8. Industrial relations related factor

The first factor recognised is **Work related factor** that is represented by the variables like work overload, punishment, job complexity, work shifts, inappropriate workplace, working hours and improper guidance. The work-related factors guide the employee for working in the organisation. The next load is represented by the variables such as medical and first aid facility, social relevance of work, dependence of work, unrealistic objectives of organisation, lack of basic amenities at work and safety of women at work. This factor can be named as **Organisational facilities related factor**. The organisational facilities provided by the employer helps the employee to work more peacefully in the organisation. Thus, it helps in the enhancement of the performance level of the employees. The third factor includes the personal and social life related variables like change in financial status, lack of time for family, household activities, family affairs and activities, personal health, personal illness, lack of time for personal, social and religious activities. These variables help an employee in management of their personal and social life properly. Thus, this factor can be named as **Personal and social life related factor**. The fourth factor embraces the variables marriage, co-operation and relations with spouse, care of dependents, care of children, inappropriate policies and marital & family problems. This can be entitled as **Family life related factor**. BY providing the facilities for the welfare of personal, social and family life of an employee, the organisation can help in maintenance of work-life balance. Moreover, a peaceful personal and social life supports the professional life in an affirmative manner. The next factor comprehends the variables namely discrimination among male and female employees at workplace, no say in the organisation and lack of involvement in participative management. This factor can be named as **Participation in management related factor**. The participation of employees in decision making process and their representation in the meeting related to their welfare motivates and encourages them for better performance of their job. The sixth factor embodies the variables say biasness in performance appraisal system, growth and

promotion, frequent changes in policies, lack of promotional opportunities and inadequate salary. This factor can be entitled as **Scope for advancement related factor**. This connotes the importance of promotional opportunities in the life of an employee for personal and work-life satisfaction. The next factor incorporates the variables of training and development, nature of job and social integration in work. Thus, it can be named as **Performance of job-related factor**. The last factor identified is **Industrial relations related factor** that encircle the variables namely inadequate work environment, difficulty in maintain peaceful relations with superiors and supervisors. The better industrial relations of the employees lead to maintenance of peaceful work environment facilitating work-life harmony.

**Table 5**  
**Rotated component Matrix<sup>a</sup>**

	Component							
	1	2	3	4	5	6	7	8
Work overload	<b>.912</b>	.025	.159	-.046	.129	-.067	.089	.010
Punishment and negative scaling	<b>.891</b>	.231	-.044	.127	.006	.058	.023	.190
Complexity of job	<b>.847</b>	.028	.194	-.042	.051	.336	-.032	-.126
Work shifts	<b>.794</b>	.050	.308	.129	.167	.094	-.016	-.206
Inappropriate workplace	<b>.728</b>	.510	.149	.016	.028	.113	-.037	.190
Working hours	<b>.721</b>	-.117	.251	.052	.201	-.297	.396	-.006
Improper guidance	<b>.475</b>	.390	.060	.200	.002	.475	.258	.381
Medical and first aid facility	-.019	<b>.855</b>	.124	.158	.157	-.013	.122	.064
Social relevance of work life	.163	<b>.766</b>	.099	-.081	.207	.207	.302	.104
Dependence of work	.471	<b>.742</b>	.081	-.082	.256	-.056	.062	.128
Unrealistic objectives of organisation	.095	<b>.723</b>	-.160	.177	-.130	.430	-.097	.067
Lack of basic amenities at workplace	-.003	<b>.645</b>	.030	.332	.226	.144	-.072	.444

Safety of women and creche facility	.214	<b>.621</b>	.104	.342	.478	.079	-.003	.056
Change in financial status	.146	.005	<b>.829</b>	-.008	.223	-.019	.103	.173
Lack of time for family and friends	.182	.056	<b>.819</b>	.035	.258	-.007	-.044	-.011
Household activities	.120	.119	<b>.724</b>	-.092	-.087	.113	.206	.073
Family affairs and activities	.178	.046	<b>.707</b>	.204	-.077	.353	.071	-.031
Personal health	.303	-.004	<b>.609</b>	.305	.037	.265	.147	.085
Personal illness	-.017	.115	<b>.554</b>	.241	.137	.204	.375	.108
Lack of time for personal, social and religious activities	.433	.230	<b>.445</b>	.200	.199	.096	-.241	.324
Marriage	-.061	.082	-.099	<b>.859</b>	-.059	.102	.263	.085
Co-operation and relations with the spouse	-.053	-.041	.267	<b>.847</b>	.099	.219	.151	.032
Care of dependents	.318	.271	.080	<b>.773</b>	.153	.066	.034	-.093
Care of children	.207	.367	.301	<b>.603</b>	.123	-.318	.065	-.198
Inappropriate policies	-.038	.477	.031	<b>.585</b>	.394	.381	.041	.076
Marital and family problems	.068	-.132	.401	<b>.450</b>	.037	.409	.053	.424
Discrimination among male and female employees	.159	.161	.032	.242	<b>.865</b>	.131	.073	.102
No say in the organisation	.139	.223	.204	-.073	<b>.844</b>	.049	.243	.005
Lack of involvement in participative management	.195	.126	.058	.097	<b>.842</b>	.152	.270	.174
Biasness in performance appraisal system	.085	.470	.126	-.147	-.068	<b>.765</b>	-.091	.167
Growth and promotion	.172	.019	.228	.315	.249	<b>.756</b>	.152	.062
Frequent changes in policies	-.102	.186	.257	.150	.481	<b>.675</b>	.196	-.015
Lack of promotional opportunities	.024	.350	.262	.326	.454	<b>.545</b>	-.158	.095
Inadequate salary	.127	-.002	.338	.148	.194	<b>.459</b>	.339	.009

Training and development	-.050	.118	.330	.299	.308	.162	<b>.659</b>	.041
Nature of job	.375	.025	.393	.228	.281	-.015	<b>.632</b>	.037
Social integration in work organisation	.062	.470	.094	.279	.236	.101	<b>.601</b>	.069
Inadequate work environment	.000	.309	.113	.014	.096	.102	.135	<b>.875</b>
Difficulty in maintaining peaceful relations with superiors and supervisors	.024	.166	.295	-.200	.529	.037	-.072	<b>.641</b>

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Source: Data compiled through questionnaire

## Conclusion

Thus, overall, it can be concluded that there are various contributors to work-life balance. Management of these facets and contributors can help in the overall maintenance of the work-life balance of employees. The major identified factors are Work related factor, Organisational facilities related factor, Personal and social life related factor, Family life related factor, Participation in management related factor, Scope for advancement related factor, Performance of job-related factor and Industrial relations related factor. This shows that work and organisational facilities have the major impact on the life of an employee. The organisations by focusing on the job satisfaction level, quality of work life and work climate can help in enhancement of the balance of professional and personal life. When an employee is satisfied with the work performed and working environment then it makes him happy and ultimately boosts his work-life balance.

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