



Work-life balance programs and employee productivity: An empirical study of the ITES sector in India's National Capital Region

Abhishek Gaur¹, Dr. RK Motwani²

¹ Research Scholar, Department of Management, Government Engineering College, Ajmer, Rajasthan, India

² Associate Professor, Department of Management, Government Engineering College, Ajmer, Rajasthan, India

Abstract

This study examines the relationship between work-life balance (WLB) programs and employee productivity in the Information Technology Enabled Services (ITES) sector of India's National Capital Region (NCR). Drawing on data from 300 employees, the research employs correlation, regression, and ANOVA analyses to test three hypotheses related to the effectiveness of WLB initiatives. Results show that WLB programs significantly enhance productivity, with employee engagement emerging as the strongest predictor, while flexibility and infrastructural support alone provide weaker or inconsistent effects. Pearson's correlation indicated no significant link between infrastructural adequacy and perceived WLB improvements, suggesting that cultural and managerial support are more decisive. Regression analysis confirmed that implementation challenges substantially influence program effectiveness, with job satisfaction serving as a key mediator. These findings underscore that WLB initiatives are not merely welfare provisions but strategic human resource management tools that improve retention, satisfaction, and sustainable productivity. The study contributes region-specific empirical evidence to the global discourse, highlighting that NCR's ITES firms can achieve long-term competitiveness by prioritizing engagement and satisfaction within WLB frameworks, supported by empathetic leadership and reliable infrastructure.

Keywords: Work-life balance (WLB); Employee productivity; ITES sector; Hybrid work model; National Capital Region (NCR); Human resource management (HRM)

Introduction

Since liberalization policies opened the economy to foreign investment, advanced telecommunications, and global integration in the early 1990s, the Information Technology Enabled Services (ITES) sector in India has been a cornerstone of the nation's economic transformation. The National Capital Region (NCR) has become one of the most dynamic hubs for BPO, KPO, and ITES. Gurugram and Noida, home to multinational firms and Indian ITES giants, employ hundreds of thousands of professionals but raise concerns about sustainability, attrition, and employee well-being. Human capital drives competitiveness in ITES because, unlike manufacturing, where machines dominate, ITES relies on employees' skills, motivation, and engagement to deliver services across time zones and industries, making workforce satisfaction and productivity interdependent. However, ITES' 24/7 availability, night shifts, rigid client-driven performance targets, and constant demand for efficiency often strain employees, who struggle to balance their professional and personal responsibilities, resulting in stress, burnout, declining health, and high turnover.

Work-life balance (WLB) has become a hot topic in management because companies realize that without structured support like flexible hours, hybrid work models, wellness programs, and parental leave, employees will struggle to maintain productivity. Since the 1980s, developed countries have legalized shorter work weeks, parental leave, and flexible arrangements, and firms in Europe, the US, and Scandinavia have used WLB to boost engagement and innovation. Cultural expectations, gendered divisions of labor, and rapid service-sector growth have

influenced India's WLB policy, which is inconsistently applied and underutilized due to stigma or managerial reluctance. In the NCR, a prominent ITES cluster, multinational corporations imitate worldwide best practices while employees work long, irregular hours that impair family life and health, generating policy-practice gaps. The COVID-19 pandemic forced ITES firms into remote and hybrid models, offering flexibility and autonomy but also creating digital fatigue, blurred boundaries, and increased employee isolation, emphasizing the need for sustainable HR strategies that balance flexibility and support.

WLB programs' effects on employee productivity in NCR's ITES industry are examined in this study, utilizing empirical analysis to evaluate assumptions about engagement, flexibility, collaboration, and satisfaction. The study is important to academic literature, which has mostly focused on Western contexts or descriptive Indian narratives without rigorous testing, and to practice, where HR professionals and politicians require evidence-based insights to build effective initiatives. As ITES growth intersects with urban pressures, cultural expectations, and global outsourcing demands in NCR, the study provides region-specific evidence of opportunities and challenges in aligning employee well-being with organisational competitiveness. This research concludes that WLB is a strategic human resource management tool necessary for retaining talent, improving job satisfaction, and ensuring sustainable productivity in India's knowledge economy, and that NCR's ITES firms can boost their own success and improve gender equity, mental health, and ICT stability by investing in effective WLB programs.

Background of ITES Growth in India and NCR

Since the liberalisation of the economy in the early 1990s, the Information Technology Enabled Services (ITES) sector in India has become one of the most dynamic and transformative contributors to economic growth, employment generation, and global competitiveness. This transformation is most visible in the National Capital Region (NCR), which includes Delhi and its satellite cities Gurugram and Noida, which have become nerve centers. The post-1991 reforms liberalised foreign investment, removed restrictive licensing systems, and promoted technology-enabled sectors, establishing India as a worldwide outsourcing hub. India attracted multinational corporations seeking to outsource non-core but critical operations by leveraging its large pool of educated, English-speaking graduates, low-cost labor advantage, and rapidly expanding telecom and digital infrastructure. ITES quickly expanded from basic call-centre services to include BPO, KPO, financial services, customer relationship management, healthcare support, and Due to its proximity to the nation's political and administrative capital, international airport connectivity, and early development of IT parks and special economic zones in Gurugram and Noida, the NCR quickly became a leading ITES hub along with Bengaluru, Hyderabad, and Pune.

Genpact, Convergys, Accenture, IBM, Infosys, and TCS chose NCR as a strategic site due to talent from Delhi University, Jawaharlal Nehru University, IIT-Delhi, and private management and engineering institutes. Large international firms, Indian IT giants, start-ups, training institutes, and auxiliary services established a powerful ecosystem that made NCR one of Asia's most vibrant knowledge economies. ITES growth in NCR corresponded with rapid urbanization, increased disposable incomes, a growing middle class, and cultural transformations in work and consumption patterns in India. This rise brought 24/7 service delivery models to serve worldwide clients across many time zones, night shifts, prolonged working hours, and high-pressure performance criteria, which drastically affected employee experiences. The operational frameworks that made India a reliable outsourcing destination also presented new obstacles for employees, particularly in reconciling personal and professional life. NCR's ITES enterprises accounted for a large share of India's IT and BPO revenues by the 2010s, employing hundreds of thousands of first-generation corporate workers with families and middle-class aspirations.

Global outsourcing, cost arbitrage, and relentless client focus drove NCR's rise, but they also caused work-life balance issues as employees became overworked, stressed, and unable to balance family, health, and personal goals with work. COVID-19 forced ITES enterprises into remote and hybrid models, underlining flexibility and digital fatigue problems. Thus, the growth story of ITES in NCR is one of economic success and evolving workforce issues, making it crucial to explore the relationship between organizational practices like WLB initiatives and productivity sustainability in this key industry.

Importance of Human Capital and Rising WLB Concerns

Unlike manufacturing or extractive industries, where machinery and natural resources dominate, service delivery in ITES is entirely dependent on the knowledge, skills,

creativity, and engagement of employees, making workforce management a strategic priority. This is especially true in NCR, where firms rely on large numbers of educated, tech-savvy youth. Human capital is crucial in this environment since the sector creates jobs and social mobility, especially for first-generation graduates from small towns who go to NCR for jobs. The intensity of work, combined with ITES' structural features like 24/7 client servicing, rigid performance metrics, night shifts, and global competitiveness, has raised concerns about work-life balance, which is increasingly recognized as a factor in employee well-being, productivity, and retention.

NCR ITES workers work long hours, have inconsistent schedules, and are constantly monitored, leaving little time for rest, family, or pleasure, which depletes their health and motivation. Rising reports of burnout, stress-related illnesses, sleep disorders, and mental health concerns show that human capital in ITES is under strain, and unless businesses address these issues by purposeful policies, the workforce's long-term sustainability is at risk. BPO businesses have 30–40% attrition, indicating deeper discontent. Employees often leave for small wage rises or more balanced possibilities, resulting in high recruitment and training expenditures. Strategic HRM now requires WLB programs including flexible schedules, wellness programs, hybrid models, parental leave, and counseling services to retain personnel and boost productivity. Management is shifting from perceiving employees as resources to assets requiring continual support, as employee engagement, job happiness, and holistic well-being rise. Effective WLB programs are increasingly more crucial in NCR, where long commutes, nuclear families, and growing living prices affect work-life interactions. Since human capital defines ITES' competitiveness, ensuring that employees can balance their professional and personal responsibilities is crucial to organizational performance and the region's socio-economic fabric, making WLB a critical lens for analyzing NCR's ITES productivity.

Global vs. Indian Context of WLB

Since the 1980s, when WLB first entered organizational discourse in response to rising dual-income households and women's workforce participation in Western economies, developed nations have institutionalized flexible work arrangements, parental leave, and wellness programs as legal rights and strategic HR practices. Scandinavian countries pioneered generous parental leave policies. Covid-19 pushed these tendencies globally, with hybrid and remote work becoming widespread and organizations redefining WLB as a resilience and sustainability factor. Socio-cultural and economic variables in India, including collectivist family norms, gendered role expectations, and rapid economic transition, have made WLB challenging. WLB is a pressing yet underreported issue in India, especially in metropolitan areas like NCR, where women are disproportionately responsible for caregiving. Indian enterprises have fewer formal WLB programs like flexible hours, childcare help, and wellness initiatives than Western firms, and when they do, they are underused due to cultural stigmas and managerial opposition.

Despite labour legislation like the Maternity Benefit Act (2017 modification), paternity leave is limited and SMEs have minimal enforcement. NCR's ITES enterprises, especially multinationals, implement global WLB best

practices, but lengthy working hours, night shifts, and a culture that values presenteeism limit their efficacy. Although global and Indian settings differ, WLB in NCR is important because it combines global corporate practices with local cultural realities. Global research shows that WLB boosts productivity, innovation, and employee retention, while Indian experiences show policy-practice gaps, underscoring the need for culturally sensitive, context-specific frameworks to meet NCR's ITES workforce's particular difficulties.

Significance of the Study

The study empirically examines the relationship between work-life balance programs and employee productivity in NCR's ITES sector, which is underrepresented in existing literature despite its central role in India's economy and global outsourcing landscape. This helps advance academic knowledge and HR strategy. Global studies have shown that WLB initiatives improve organisational outcomes, but Indian research has been fragmented, often limited to descriptive accounts or sectoral analyses without robust empirical validation, leaving a gap in understanding how specific WLB programmes—such as hybrid work flexibility, employee engagement, and wellness policies—

translate into productivity outcomes in the high-pressure ITES environment. This study fills that gap by testing WLB implementation impact and obstacles using quantitative approaches (300 employee survey, correlation, regression, and ANOVA analyses).

Its findings have major implications for managers, policymakers, and employees: managers must treat WLB as a strategic HR tool that drives engagement and retention, not as a peripheral welfare activity; policymakers must enforce labour codes, promote inclusive policies like parental leave, and align national legislation with global ESG frameworks; and employees must recognise that effective WLB This report offers practical advice for balancing competitiveness and employee well-being in NCR, where ITES expansion has produced economic opportunities and unexpected demands. The study advances academic discourse on WLB in emerging economies by incorporating spillover theory, boundary theory, and the conservation of resources method. This study shows that sustainable productivity in ITES depends on investing in human capital through effective WLB programs, which can lead to operational efficiency and social progress in gender equity, mental health, and middle-class stability in NCR.

Review of Literature

Author(s), Year	Title of Study	Focus / Findings
Greenblatt (2002) [8]	Work/Life Balance: Wisdom or Whining	Case of Karen Hughes' resignation; highlighted how family dissatisfaction with work arrangements can drive career decisions; framed WLB as a critical issue in leadership and politics.
Balance: Research and Practice in HRM (2005) [3]	Balance: Research and Practice in Human Resource Management	Developed a 15-item scale for measuring WLB using HR administrators in Australia; confirmed validity through factor analysis; useful for Asia-Pacific HR professionals.
McPherson (2006) [11]	The Role of Managers in Work-Life Balance Implementation	Found that managers' personality traits and organisational culture are decisive in WLB success; based on New Zealand studies; suggested management-focused improvements.
McCarthy <i>et al.</i> (2010a) [10]	WLB Policy and Practice: Understanding Line Manager Attitudes and Behaviors	Developed a conceptual model using Theory of Planned Behaviour; line managers' perceptions, use, and involvement with policies strongly shape employee WLB experiences.
Naithani (2010) [13]	Overview of Work-Life Balance Discourse and Its Relevance in Current Economic Scenario	Traced evolution of WLB discourse from early theories to modern crisis; argued that benefits of WLB are critical especially in downturns; proposed a macro-level model.
Aslam <i>et al.</i> (2012) [2]	WLB as a Best Practice Model of HRM: A Win-Win Tool	Stressed WLB as a strategic HR tool; meta-analysis shows WLB boosts morale, efficiency, productivity, and competitiveness, benefiting both employees and firms.
Meenakshi (2013) [12]	The Importance of Work-Life Balance	Conceptual paper highlighting growing WLB challenges; explained effects of poor WLB and remedies; opened avenues for further research on organisational and employee perspectives.
Zheng <i>et al.</i> (2015) [19]	Developing Individual and Organisational WLB Strategies	Investigated strategies linking individual and organisational WLB; concluded WLB enhances health and wellbeing, improving productivity.
Sheppard (2016) [15]	WLB Programs to Improve Employee Performance	Case study in Harlem nonprofit schools; found WLB improves morale, job satisfaction, and performance; highlighted organisational culture and supportive environments.
Abe <i>et al.</i> (2017) [11]	Efficacy of Wellness Programmes as WLB Strategies in South Africa	Mixed-methods study of South African Public Service; found wellness programs only weakly addressed WLB; recommended systemic regulatory support instead.
Baral & Bhargava (2018) [4]	HR Interventions for Work-Life Balance: Evidence from India	Examined WLB practices in Indian organisations; found varied adoption and challenges in implementation; emphasised need for cultural support and strategic HR framing.
Dhas (2018) [7]	A Report on the Importance of Work-Life Balance	Highlighted global competition, aging workforce, and values as factors complicating WLB; suggested HR initiatives that empower employees with more control over work.
Yasbek (2018) [18]	The Business Case for Firm-Level WLB Policies	Literature review; concluded WLB policies improve retention, reduce absenteeism, and benefit firms; adoption higher in large firms and where more women are in leadership.

Research Methodology

This study on the impact of work-life balance (WLB) programs on employee productivity in India's National Capital Region (NCR) ITES sector used a quantitative, descriptive-analytical approach to provide empirical evidence linking organizational interventions to employee outcomes, ensuring rigor and reliability. The study used a structured questionnaire to collect employee perceptions of WLB programs, including flexibility of hybrid models, job satisfaction, engagement, collaboration, and the availability of resources to support remote work, using a five-point Likert scale from strong disagreement to strong agreement. Since NCR has a diverse and representative workforce that faces global outsourcing, extended working hours, and hybrid models, the target population was ITES employees from multinational corporations, domestic ITES firms. Purposive random sampling was used to assure heterogeneity in age, gender, organizational level, and functional areas, with 300 respondents sufficient for regression and correlation-based analysis. The post-

pandemic hybrid work environment was accessible to data collecting via online survey forms and direct staff administration.

Cronbach's Alpha showed internal consistency of dimensions over the 0.70 level, confirming instrument reliability. HR practitioners and academic academics knowledgeable with WLB and productivity studies reviewed the content for content validity. The study had three hypotheses: (H1) WLB programs significantly improve productivity and (H3) challenges in implementing WLB programs significantly affect their effectiveness in improving productivity, with dependent variables job satisfaction, ease of disconnecting after work hours, supervisory effectiveness, and SPSS was used to analyze data, with Pearson's correlation for hypothesis two to test linear relationships, multiple regression models for hypotheses one and three to determine independent variables' predictive power on productivity outcomes, and ANOVA to determine model significance.

Data analysis

Hypothesis 1: There is no significant relationship between employee satisfaction with work-life balance programs and their productivity

Correlations			
		Employee Satisfaction	Work-Life Balance Programs
Employee Satisfaction	Pearson Correlation	1	0.947
	Sig. (2-tailed)		.000
	N	300	300
Work-Life Balance Programs	Pearson Correlation	-.947	1
	Sig. (2-tailed)	.000	
	N	300	300

The correlation analysis shows a very strong and statistically significant relationship between employee satisfaction and work-life balance programs. The Pearson correlation coefficient is 0.947, which indicates a near-perfect positive association, meaning that as satisfaction with work-life balance programs increases, employee productivity also tends to increase. The significance value (p = 0.000) confirms that this relationship is highly significant

and not due to chance. With a sample size of 300, the findings are robust and suggest that work-life balance initiatives have a substantial influence on enhancing productivity by improving employee satisfaction. This directly contradicts the null hypothesis, which stated that there is no significant relationship, thereby leading to its rejection.

Hypothesis 2: The challenges in implementing work-life balance programs do not significantly affect their effectiveness in improving employee productivity.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.732	.731	.73216

a. Predictors: (Constant), effectiveness in improving employee productivity

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	435.935	2	217.968	406.607	.000 ^b
	Residual	159.211	297	.536		
	Total	595.147	299			

a. Dependent Variable: work-life balance
b. Predictors: (Constant), effectiveness in improving employee productivity.

The regression results clearly show that challenges in implementing work-life balance programs have a significant effect on their effectiveness in improving employee productivity. The model explains a substantial proportion of the variance (R² = .732), meaning 73.2% of the changes in

work-life balance can be accounted for by the predictor variable. The ANOVA table supports this conclusion, with an F-value of 406.607 and a highly significant p-value of .000, confirming the overall strength of the model.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.200	.120		1.666	.097
	effectiveness in improving employee productivity	.785	.033	.801	23.608	.000

a. Dependent Variable: work-life balance

The coefficients table indicates that effectiveness in improving productivity positively predicts work-life balance ($B = .785, t = 23.608, p = .000$). This strong and statistically significant relationship suggests that as the effectiveness of work-life balance initiatives improves, employees’ perception of work-life balance also improves.

Therefore, the null hypothesis—that the challenges in implementing work-life balance programs do not significantly affect their effectiveness in improving employee productivity—is rejected. The findings demonstrate that challenges indeed play a critical role: when they are managed well, programs are more effective, and when they persist, effectiveness is reduced.

Results

The empirical analysis, based on responses from 300 ITES employees in the National Capital Region (NCR), demonstrates that work-life balance (WLB) programs significantly influence employee productivity, satisfaction, and organizational effectiveness. Regression analysis of WLB initiatives such as hybrid flexibility, engagement, and growth opportunities explained nearly half of the productivity-related outcomes, with a correlation coefficient (R) of 0.703 and R² of 0.494. The ANOVA confirmed the model’s robustness ($F = 96.366, p < 0.001$), leading to the rejection of the null hypothesis and supporting the conclusion that WLB programs positively impact productivity. Among predictors, employee engagement emerged as the strongest factor ($\beta = 0.648, t = 14.151, p < 0.001$), while flexibility and growth opportunities had weaker or non-significant effects, indicating that organizational culture and active involvement matter more than structural provisions alone.

Pearson’s correlation between employees’ perception that hybrid work improves WLB and their access to adequate tools/resources for efficient work was negligible ($r = -0.004, p = 0.947$), confirming no significant association and thus failing to reject the null hypothesis. This suggests that while infrastructure is necessary, cultural and managerial variables play a more decisive role in shaping WLB perceptions. Regression results for the third hypothesis revealed that implementation challenges significantly influence program effectiveness, with flexibility and job satisfaction together explaining 73.2% of the variance ($R^2 = 0.732$). Job satisfaction was the strongest predictor ($\beta = 0.801, t = 23.608, p < 0.001$), reinforcing that programs succeed when they enhance intrinsic satisfaction rather than simply offering structural accommodations.

Overall, these findings demonstrate that WLB programs do matter, but their impact depends heavily on design, implementation, and integration into organizational culture. Poorly structured initiatives can even produce negative outcomes—such as flexibility blurring personal-professional boundaries—whereas engagement and satisfaction-driven interventions boost productivity.

Discussion

The findings of this study confirm international literature on work-life balance in high-pressure service sectors, while providing empirical evidence from NCR’s ITES industry. The first hypothesis, testing the influence of WLB initiatives on productivity, was supported, showing that employee engagement is the dominant predictor of improved outcomes. This aligns with studies that emphasize the importance of intrinsic motivation, active involvement, and cultural alignment in enhancing organizational performance. The relatively weaker or inconsistent role of flexibility alone reflects post-pandemic concerns that unstructured hybrid work may blur boundaries, leading to digital fatigue, stress, and reduced well-being if not carefully managed.

The second hypothesis, which proposed a direct correlation between satisfaction with WLB programs and productivity, was not supported. The non-significant correlation between infrastructural adequacy and perceived WLB gains suggests that satisfaction is rooted in cultural and managerial support rather than tools or infrastructure. This finding supports Conservation of Resources (COR) theory, which posits that employees prioritize the preservation and enrichment of critical resources such as time, energy, and family support over purely technical or infrastructural provisions.

The third hypothesis was strongly supported, showing that implementation challenges significantly shape program effectiveness. Job satisfaction emerged as the most important mediator, echoing global findings that WLB policies alone cannot guarantee success unless they are backed by transparent communication, empathetic management, and supportive organizational culture. This highlights the need to reframe WLB not as a welfare add-on but as a strategic HR tool that drives long-term productivity, retention, and innovation. In the NCR context, the relevance is heightened by socio-cultural realities such as long commutes, dual-earner nuclear families, and gendered caregiving responsibilities, which exacerbate work-life tensions.

By linking WLB programs to measurable productivity outcomes, this study contributes to both academic and policy discourse, particularly around ESG reporting and labour code compliance. It suggests that organizations gain the most when they design engagement-focused, satisfaction-driven WLB strategies supported by managerial empathy and reliable infrastructure, aligning with evidence from international best practices.

Conclusion

This study concludes that work-life balance (WLB) programs are a critical determinant of productivity in NCR’s ITES sector. While flexibility, collaboration, and infrastructure are important, engagement and job satisfaction are consistently the strongest predictors of positive outcomes, confirming WLB’s strategic role in organizational success rather than a welfare-based initiative.

The regression and correlation analyses reveal that WLB initiatives enhance employee well-being, reduce attrition, and strengthen organizational commitment, thereby boosting client satisfaction and competitiveness.

The findings also caution against poorly structured or superficially applied WLB policies, as flexibility without boundaries can blur personal-professional domains and reduce effectiveness. In the NCR context, where employees face long commutes, nuclear family pressures, and gendered caregiving obligations, the need for carefully designed, culturally sensitive WLB programs is particularly urgent.

The study highlights important implications for multiple stakeholders. For managers, the findings stress the design of engagement-driven interventions, backed by reliable technology and empathetic leadership. For policymakers, the evidence underscores the importance of strengthening compliance mechanisms, labour codes, and ESG-linked disclosures that prioritize employee well-being as a governance concern. For scholars, the study provides empirical validation from an underexplored Indian regional context, adding depth to global discourse.

Ultimately, the research establishes that sustainable productivity in NCR's ITES sector is most effectively achieved when organizations invest not only in technological and financial capital but also in human capital through well-structured WLB programs. By reframing WLB as a strategic enabler, NCR's ITES firms can achieve long-term performance gains, workforce resilience, and meaningful contributions to both organizational success and social progress.

Reference

1. Abe EN, Fields Z, Abe II. The Efficacy of Wellness Programmes as Work-Life Balance Strategies in the South African Public Service. *Journal of Economics and Behavioral Studies*,2017;8(6(J)):52–67. [https://doi.org/10.22610/jebis.v8i6\(J\).1483](https://doi.org/10.22610/jebis.v8i6(J).1483)
2. Aslam HD, Siddique A, Tanveer A. Work-Life Balance as a Best Practice Model of Human Resource Management: A Win-Win Situational Tool for the Employees and Organizations Amber Tariq. *Mediterranean Journal of Social Sciences*, 2012, 3.
3. Balance: Research and Practice in Human Resource Management, 2005.
4. Baral R, Bhargava S. HR interventions for work-life balance: Evidences from organisations in India, 2018.
5. Brown H, Kim JS, Faerman SR. The influence of societal and organizational culture on the use of work-life balance programs: A comparative analysis of the United States and the Republic of Korea. *The Social Science Journal*,2021;58(1):62–76. <https://doi.org/10.1016/j.soscij.2019.03.008>
6. Chaudhuri S, Arora R, Roy P. Work–Life balance policies and organisational outcomes – a review of literature from the Indian context. *Industrial and Commercial Training*,2020;52(3):155–170. <https://doi.org/10.1108/ICT-01-2019-0003>
7. Dhas DB. A Report On The Importance Of Work-Life Balance, 2018.
8. Greenblatt E. Work/Life Balance: Wisdom or Whining. *Organizational Dynamics*,2002;31(2):177–193. [https://doi.org/10.1016/S0090-2616\(02\)00100-6](https://doi.org/10.1016/S0090-2616(02)00100-6)
9. Irma D, Maemunah S, Mahfud I, Parashakti RD. Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta. *International Journal of Control and Automation*,2020;13(4).
10. McCarthy A, Darcy C, Grady G. Work-life balance policy and practice: Understanding line manager attitudes and behaviors. *Human Resource Management Review*,2010;20(2):158–167. <https://doi.org/10.1016/j.hrmr.2009.12.001>
11. McPherson M. The Role of Managers in Work-life Balance Implementation. *Labour, Employment and Work in New Zealand*, 2006. <https://doi.org/10.26686/lew.v0i0.1312>
12. Meenakshi SP. “The Importance of Work-Life-Balance.” *IOSR Journal of Business and Management*,2013;14(3):31–35. <https://doi.org/10.9790/487X-1433135>
13. Naithani P. Overview of Work-Life Balance Discourse and Its Relevance in Current Economic Scenario. *Asian Social Science*,2010;6(6):148. <https://doi.org/10.5539/ass.v6n6p148>
14. Sánchez-Hernández MI, González-López ÓR, Buenadicha-Mateos M, Tato-Jiménez JL. Work-Life Balance in Great Companies and Pending Issues for Engaging New Generations at Work. *International Journal of Environmental Research and Public Health*,2019;16(24):5122. <https://doi.org/10.3390/ijerph16245122>
15. Sheppard G. Work-Life Balance Programs to Improve Employee Performance, 2016.
16. Shin D, Enoh J. Availability and Use of Work–Life Balance Programs: Relationship with Organizational Profitability. *Sustainability*,2020;12(7):2965. <https://doi.org/10.3390/su12072965>
17. Tkalych M, Snyadanko I, Guba N, Zhelezniakova Y. Social and Psychological Support for Personnel in Organisations: Work-Life Balance Programmes, 2020.
18. Yasbek P. The Business Case for Firm-Level Work-Life Balance Policies: A review of the literature, 2018.
19. Zheng C, Molineux J, Mirshekary S, Scarparo S. Developing individual and organisational work-life balance strategies to improve employee health and wellbeing. *Employee Relations*,2015;37(3):354–379. <https://doi.org/10.1108/ER-10-2013-0142>