Work-life Balance, Organization Support, and Job Satisfaction among Employees

By

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Declaration

I, Nyeko Alex Hosbone hereby declare that to the best of my knowledge and understanding the work contained in this dissertation is original and that it has never been submitted in part or wholly to Makerere University or any other institution of higher learning for the award of a degree. However, any sources of information are duly acknowledged.

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Approval

This thesis is submitted with our approval as University supervisors

Dr. Francis Eboyu

Signed...

Date......................22/9/2023

Acknowledgment

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I am forever thankful for the unconditional love and support from various lecturers and fellow students of Industrial and Organizational Psychology at the School of Psychology.

Dedication

I dedicate my dissertation work to my family and friends. A special feeling of gratitude to my loving mother and father, Kivumbi whose words of encouragement and continuous prayers ring in my ears.

Table of Contents

List of Tables

List of Figures

List of Acronyms

WLB: Worklife Balance

JS: Job Satisfaction

OS: Organizational Support

Abstract

The study was on the worklife balance, Organizational support and job satisfaction among employees in Gulu High School, Northern Uganda. The objectives was to investigate the relationship between work life balance, organizational support and job satifaction. Questionnaire was used to gather data from 100 respondents. The research established that there is a significant positive relationship between work life balance and organizational support, a significant positive relationship between worklife balance and job satisfaction and between organizational support and job satifaction. The study recommends that work life balance practices should ~~could~~ be included in the human resource policies to ensure organizational support and employee job satisfaction.

Chapter One

Introduction

1.1 Introduction

This section presents the introduction of the study. The section highlights the background to the study, problem statement, objectives of the study, scope of the study, the significance of the study and it closes with the conceptual framework.

1.2 Background to the Study

In the current era of globalization, competition between companies is increasing along with the pace of global economic growth. Companies demand that the human resources involved in it must be able to compete, survive and win the competition (Ganapathi, 2016). To achieve the targets that have been given, in general, currently many companies have implemented work-life balance. According to Putra (2021), work-life balance (WLB) means that employees are free to use their working hours flexibly and balance their work with other commitments.

Work-life balance refers to balancing one's professional work, family responsibilities, and other personal activities (Keelan, 2015; Kerdpitak & Jermsittiparsert, 2020). It refers to an employee's sense of a balance between work and personal life (Haar et al., 2014). It represents how people fulfill or should fulfill their business and personal obligations so that an overlapping situation is avoided (Konrad & Mangel, 2000). The changing work patterns and the pressing demand for domestic chores have harmed people's work, social, and family lives (Barling & Macewen, 1992).

Researchers suggested that the human resource management of an organization should develop effective policies such as adequate mentoring, support, flexible working hours, reduced workload, and many others that can reduce employees' work-life conflict (Cegarra-Leiva et al.,

2012) and positively influence their satisfaction (Allen *et al*., 2020). A flexible working environment allows employees to balance personal and professional responsibilities (Redmond *et al*., 2006). Employees with a healthy work-life balance are generally grateful to their employers (Roberts, 2008).

Previous researchers have argued that satisfaction and success in family life can lead to success and satisfaction at work Victoria *et al*. (2019). Employees who are pleased with their personal and professional achievements are more likely to achieve the organizational goal (Dousin *et al*., 2019). Work-life balance and organizational support have been found to improve employee satisfaction in various industries and countries (Mendis & Weerakkody, 2017). It is documented that medical doctors' job satisfaction is influenced by their perceptions of flexible working hours and supportive supervision (Dousin *et al*., 2019).

Job satisfaction refers to the positive attitude felt by an employee toward the company where they work (Luthans *et al*., 2007; Tschopp *et al*., 2014). It combines cognitive and affective responses to the disparity between what an employee wants and what they get (Cranny *et al*., 1992). Previous research has often linked a person's job satisfaction with their behavior at work (Crede *et al*., 2007). It is argued that employees would be more committed to their jobs if they found them satisfying and enjoyable (Noah & Steve, 2012). Employee job satisfaction is influenced by an organization's commitment to work-life balance, and satisfied employees are more likely to invest their time and effort in the development of the organization (Dousin *et al*., 2019) in exchange for the support they received (Krishnan *et al*., 2018; Abdirahman *et al*., 2020).

Dousin *et al*. (2019) found that organizational support mediates the relationship between employee work-life balance and job satisfaction in a medical context. Organizational support is very important for ensuring work-life balance and achieving organizational goals. It has been

shown to reduce work-family spillover (García-Cabrera *et al*., 2018) by increasing employee job satisfaction autonomy and reducing work pressure (Marescaux *et al*., 2020). Organizational support is defined as the perception of employees about the degree to which their contributions to organizations are valued, which implies that their associated well-being is given full consideration (Eisenberger *et al*., 1986). The organizational support theory states that individuals form Perceived Organization Support, a universal faith that their employer has an advantageous or a disadvantageous inclination toward them (Hu *et al*., 2014).

1.2 Problem Statement

High levels of work-life conflict have negative consequences, including low job and life satisfaction, high turnover intention, work-family conflict, high depression, and burnout (Park, 2014). These conflicts directly relate to an organization's ability to offer both formal and informal support that employees perceive as important in coping with work-life quality issues (Pedersen, 2015). Support is an important aspect of successful relationships, including the relationships people have with the organizations for which they work (Kossek *et al*., 2012). The amount and type of support provided by a firm's leadership affect how employees feel about the organization and how they behave at work (Jung & Yoon, 2014; Leschyshyn & Minnotte, 2014). Even though studies on work-life balance and family-supportive supervisor behaviors are prevalent, there are few studies done on work-life balance and job satisfaction with organization support as a research construct, and the implications are yet unexplained. Thus, the study examined the effect of work-life balance on job satisfaction along with the mediating role of organizational support of the company.

1.3 Objectives of the Study

1. To examine the relationship between work-life balance and Organization support among employees in Gulu High School and Iganga SS.

2. To establish the relationship between organization support and job satisfaction among employees in Gulu High School and Iganga SS.

3. To find out the relationship between work-life balance and job satisfaction among employees in Gulu High School and Iganga SS.

1.4 Scope of the Study

The study is guided by geographical scope, content scope, and time scope.

1.4.1 Geographical Scope

The study was conducted in Gulu High School and Iganga SS because these are the schools that offer educational services to blind students at the secondary level. Gulu High School is a Government Aided Secondary School in Kanyagoga, Gulu City, in Uganda. Iganga Secondary School is a Secondary School in Uganda. The School is a Government Sponsored School. The School is found in Iganga District and Bulamagi Sub-County.

1.4.2 Content Scope

The study was limited to the relationship between work-life balance, organization support, and job satisfaction. Work-life balance refers to balancing one's professional work, family responsibilities, and other personal activities (Keelan, 2015; Kerdpitak and Jermsittiparsert, 2020). Organizational support is defined as the perception of employees about the degree to which their contributions to organizations are valued, which implies that their associated well-being is given full consideration (Eisenberger *et al.*, 1986). Job satisfaction refers to the positive attitude felt by an employee toward the company where they work (Luthans *et al.*, 2007; Tschopp *et al.*, 2014).

1.4.3 Time Scope

The study was conducted between November 2022 and the month of August 2023 where data was collected and reports written.

1.5 Significance of the Study

The study might be helpful to students of psychology and other disciplines and the university at large since it may act as a reference manual for other research studies thus contributing to a wider knowledge of the impact of work-life balance on job satisfaction through organization support.

1.6 Conceptual Framework
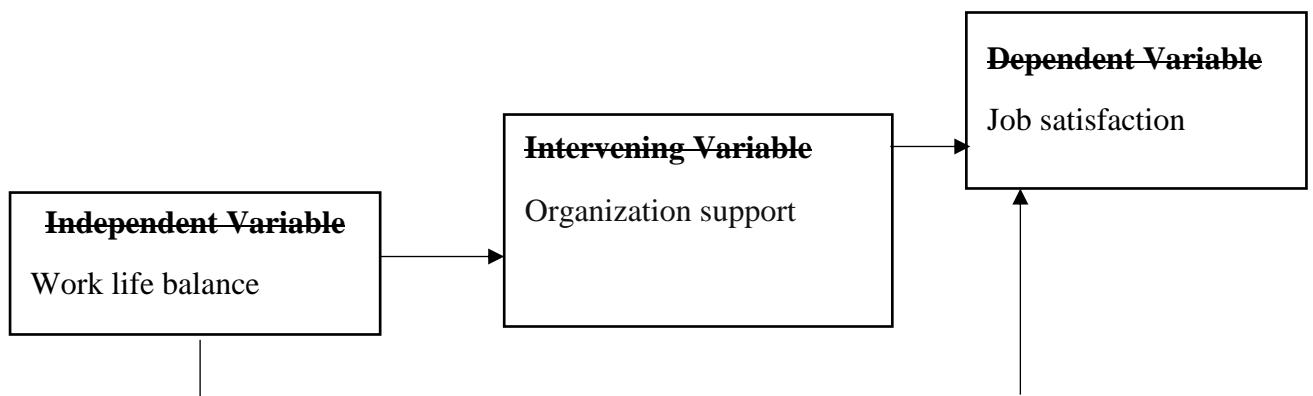
Figure 1: Showing conceptual framework

The figure above highlights the relationship between the variables of the study. It shows work-life balance as the independent variable and organization support as the intervening variable while job satisfaction is the dependent variable. It shows that work-life balance influences job satisfaction directly as well as through the intervening variable of organization support. It also shows work-life balance influences organizational support and organizational support also influences job satisfaction.

<div align="center">**Chapter Two**</div>

<div align="center">**Literature Review**</div>

2.0 Introduction

This section presents the literature review of the study. The section looks at the findings of other scholars concerning the subject matter under investigation. The review is presented according to the research objectives.

2.1 Work-life Balance and Organization Support

The provision of formal and informal organizational support can help to reduce the pressure of balancing work and life responsibilities and to decrease work-life conflict (Kossek *et al.*, 2012). Lack of balance between work, life, and family obligations can have severe consequences on employees, organizations, and society (Nijland & Dijst, 2015). Work-life conflicts affect employee well-being in myriad ways (Adkins & Premeaux, 2014). Employers should design organizational supports not as options, but as a necessity to help employees balance their work and life responsibilities (Kim & Gong, 2016).

According to Mehwish & Muhammad (2017), work-life balance has a positive and significant relationship with employee performance, and the role of family and demographics plays an important role in determining how well work-life balance is maintained in the company.

2.2 Organization Support and Job Satisfaction

According to Goh *et al.* (2015), as well as Adkins and Premeaux (2014), organizational leaders can demonstrate their commitment to the well-being of their employees by offering formal and informal work-life support. The focus of this commitment, fuelled by the provision of formal or informal organizational support, is to create a positive attitude among the employees toward

their organizations through increased job satisfaction, which is a factor that inspires employees to want to stay longer with an organization (French & Emerson, 2013).

Organizational leaders continue to be pertinent to employees' employment experiences because they positively affect the structure of the work environment. They are also a ready source of information and feedback to the employees (Lingard *et al*., 2012). The quality of the leader-subordinate relationship contributes significantly to job satisfaction; therefore, a significant association exists between satisfaction on the job and support from supervisors (Hammer *et al*., 2013).

2.3 Work-life Balance and Job Satisfaction

Iqan Lazar (2010) appropriate balance among task and non-task-related roles is equally advantageous for employers and employees. Bushra (2014) explored the impact of Work-Life Balance on JS and OC and found an optimistic relationship between WLB and job satisfaction. Lalita Kumari (2012) each of the work-life balance factors plays a prominent role in enhancing job satisfaction. In the case of gender-wise discrimination, a significant gap was found between female and male employees with WLB regarding job satisfaction. Parvin (2011) the changing patterns in the company, for instance, no of females working, the structure of the company, and workforce diversity determines work-life balance.

According to Konrad (2000), the implementation of WLB policies by minimizing divergence between work and family enhances job satisfaction. Marjan Fayyazi (2015) Job satisfaction and work-life balance are positively connected. Job attitudes of employees are influenced by work-life conflict and these results end up with decreased levels of job satisfaction. Verma (2007) WLB and job satisfaction are greatly associated with each other. Work-life Balance means adapting to the changing patterns of work to find a better fit between an employee's personal life and work to achieve long-run profitability and sustainable growth. According to

Susi (2010), WLB is a key to employee job satisfaction. Renu Parek (2016) the relationship between WLB and JS is not a problem to be sorted out, instead a continuing process to be managed in day-to-day work life.

Fisher *et al*. (2003) mentioned that WLB is something that is done to make a balance division of time between work and outside of work. When a worker carries out both responsibilities between work and his role in the family, there will create job satisfaction because by working at the company, an employee will not feel burdened by problems outside of work. Research conducted by Qodrizana (2018) that showed work-life balance affected job satisfaction. The important point is to balance the level of someone's satisfaction at work and outside work. If someone can give time to the needs of work and outside work well, it will create job satisfaction.

2.4 Hypotheses

Based on the above research findings, the following hypotheses have been developed:

1. There is a significant relationship between work-life balance and Organization support
2. There is a significant relationship between organizational support and job satisfaction
3. There is a significant relationship between work-life balance and job satisfaction

Chapter Three

Methodology

3.0 Introduction

This chapter presents the study design, study population, sample size, and sample selection instruments and measures, procedure, data management, data analysis and it concludes with ethical considerations.

3.1 Study Design

The researcher used a correlation study as the research design. This design is chosen because of the nature of the study objectives which was to determine whether work-life balance, organization support, and job satisfaction are interrelated among employees.

3.2 Study Population

The study comprised all the employees in Gulu High School and Iganga SS as the population of the study.

3.3 Sample Size and Selection

The researcher obtained data from a sample of 100 respondents drawn from the population of the study. The researcher employed a simple random sampling technique to recruit participants in the study and only those who were willing to participate in the study. A simple random technique was used by taking a small random portion of the entire population to represent the entire data set, where each member had an equal probability of being chosen. This technique will help to ensure high internal validity because randomization is the best method to reduce the impact of potential confounding variables.

3.4 Procedure

A letter of introduction was obtained from the School of Psychology and presented to the school's administrators to allow the researcher to conduct a study. The researcher explained the

purpose of the study and requested assistance in carrying out the study. Those who participated were required to sign the consent form which allowed them to participate or not in the study where the benefits and risks of the study were explained to them so that they understand the need for them to participate in the study.

3.5 Data Management

Questionnaires were retrieved, edited, and coded to establish if they are correctly filled. After editing and coding, the questionnaires were taken for data capture after which analysis was carried out using Statistical Package for Social Scientists (SPSS version 26).

3.6 Data Analysis

Data from the field was analyzed using Statistical Package for Social Scientists (SPSS Version 26). The univariate analysis was conducted to present the bio-data information of the respondents and the frequency of responses on the study variables in the form of a frequency table. Pearson Product Moment Correlation (r), was used to test the hypotheses of the study by establishing the relationship between study variables.

3.7 Ethical Consideration

The researcher sought informed consent from the respondents. The researcher further ensured confidentiality, and privacy and explain to the respondents the main purpose of the study before engaging them in the study. Participants also participated voluntarily and anonymously, and the data was analyzed with the utmost confidentiality. Participants were free at any time to choose to withdraw their participation since the decision to participate in the study was upon them.

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Chapter Four

Results

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4.1 Introduction

In this chapter findings are presented and interpreted basing on the objectives and hypothesis of the study. The findings presented in this chapter were both descriptive and inferential statistics. The descriptive statistics include age, gender, marital status, employment term, and work duration and inferential statistics which examined the correlation between work life balance, Organization Support and Job Satisfactio among employees of Gulu High School. This was analysed basing on the study objectives.

4.2 Descriptive Statistics

4.2.1 Socio-demongraphic Characteriustics of Participants

In this section demographic data of respondents was presented. Participants were asked to indicate their age range, gender, marital status, employment term, and period of work in the organisation. The results were obtained and computed into frequencies and percentages as shown in below (Table 1).

Table 1: Demographic Characteristics of Participants

Variable	Level	Frequency (N=100)	Percent (%)
Age	18-25	32	32.0
	26-33	22	22.0
	34-41	21	21.0
	42-49	14	14.0
	50>	11	11.0
Gender	Male	43	43.0
	Female	57	57.0
Marital status	Married	44	44.0
	Single	42	42.0
	Divorced	14	14.0
Employment term	Full time	56	56.0
	Part time	15	15.0
	Intern	29	29.0
Work duration	Less than a year	29	29.0
	2 – 3 Years	14	14.0
	4 – 5 Years	19	19.0
	6 Years	38	38.0

Of the participants studied, majority were between the age of 18-25 at 32%. Ths was followed by 26-33 with 22%, 34-42 represented at 14% and the least represented was employees who were in their 50s at 11%. Most employees were between 18-25. This implies that most people in the teaching profession are youths since this is a fair representation of the youth as well as the working population.

The results also indicate that majority of the employees female 57% while some were male 43%. This could be because the teaching profession is dominated by female employeesin Uganda and it's usually females that take up teaching courses in schools.

With respect to marital status of participants, the table above shows that the majority of respondents are married with a highest percentage of 44% while the respondents who were single 42% and those that were divorced had the lowest percentages of 14% for. Therefore the sample of participant is capable of providing reliable data concerning work life balance as a topic of study.

Majority of participants are full time employees with the highest percentage of 56% while the participants that are employed part time 15% and interns 29% are fewest with lowest percentage for each. This could be that teaching profession majorly requires full time engagement for better services.

Majority of participants have worked with the organisation for a period of 6 and above years with a highest percentage of 38% while the minority of the participants have worked with the organisation for a period of less than a year 29%, 4-5 years 19% and 2- 3 years with lowest percentages of 14%. This may be because government schools in Uganda retain workers for long periods of time.

4.3 Inferential Statistics

This presents results of the hypotheses below through Pearson Product-Moment Correlation Coefficient;

4.3.1 Worklife Balance and Organizational Support

Table 2: Showing Correllation Results between Worklife Balance and Organizational Support

		Total Worklife Balance	Total Organizational Support
Total Worklife Balance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	100	
Total Organizational Support	Pearson Correlation	.482**	1
	Sig.(2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

The first alternative hypothesis stated that there is a significant relationship between work life balance and organizational support among employees.Table 2 shows that (r=0.482**, p=0.000, <0.01). At r= 0.482**, since P value (0.000) is less than the level of significance (0.01),(p=0.000<0.01),the hypothesis is retain and its concluded that there is a significant positive relationship between work life balance and organizational support. This may explain that support that employees receive from the organization leads to more work balance.

13

4.3.2 Organizational Support and Job Satisfaction

Table 3: Showing Correllation Results between Organizational Support and Job Satisfaction

		Total Organizational Support	Total Job Satisfaction
Total Organizational Support	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	100	
Total Job Satisfaction	Pearson Correlation	.307**	1
	Sig.(2-tailed)	.002	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

The second alternative hypothesis stated that there is a positive significant relationship between organizational support and Job satisfaction.Table 3 shows that(r=0.307**, P=.002, <0.01). At r=0.307**, Since P value (.002) is less than the level of significance (0.01),(P=.002<0.01), the hypothesis is retain and its concluded that there is a significant positive relationship between Organizational Support and Job Satisfaction. This could suggest that the more organizational Support employees gets, the more they become satisfied with their job.

4.3.3 Worklife Balance and Job Satisfaction

Table 4: Showing Correlation Results between Worklife Balance and Job Satisfaction

		Total Worklife Balance	Total Job Satisfaction
Total Worklife Balance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	100	
Total Job Satisfaction	Pearson Correlation	.215*	1
	Sig.(2-tailed)	.032	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

The third alternative hypothesis stated that there is a positive significant relationship between Work life balance and Job satisfaction. Table 4 shows that (r=.215*, P=0.032, <0.01). At r=0.215*, Since P value (0.032) is less than the level of significance (0.01),(P=0.032<0.01), The hypothesis is retain and its concluded that there is a significant positive relationship between Work Life Balance and Job satisfaction. Thi implies that more work balance among employees leads to more job satisfaction.

Chapter Five

Discussion, Conclusion and Recommendation

5.1 Introduction

This chapter discusses literature that is relate to the research findings. It focuses on the relationship between Work Life Balance and Job Organizational Support, Organizational Support and Job Satisfaction and Work Life Balance and Job Satisfaction. The chapter closes with conclusions, recommendations and the areas for further study.

5.2 Discussion

There is a statistically significant differences in work life balance, organizational support and job satisfaction among employees by age, years spent on job, gender, marital status, and employment term. The research findings on bio data show that most of the respondents are women of between 18 to 25 years of age, most are married, have worked for long in the organization.

The findings of the study indicated that there is a significant positive relationship between Work Life Balance and organizational support. This implied that when there is organizational support, worklife balance will increase. This could be because the provision of formal and informal organizational support can help to reduce the pressure of balancing work and life responsibilities and decrease work-life conflict. Kim & Gong, (2016) argue that employers should design organizational supports not as options, but as a necessity to help employees balance their work and life responsibilities. The finding agrees with Mehwish & Muhammad (2017), which reported that work-life balance has a positive and significant relationship with employee performance, and the role of family and demographics plays an important role in determining how well work-life balance is maintained in the company.

The findings of the study indicated that there is a significant positive relationship between organization support and job satisfaction. This implied that when organization highly support their employees, the level of job satisfaction will also increase. This is because the more employees are satisfied with their job activities and fully supported, they become more committed to values of that organisation. According to Goh *et al*. (2015), as well as Adkins & Premeaux (2014), organizational leaders can demonstrate their commitment to the well-being of their employees by offering formal and informal work-life support. Also French & Emerson, (2013) argues that the focus of this commitment, fuelled by the provision of formal or informal organizational support, is to create a positive attitude among the employees toward their organizations through increased job satisfaction, which is a factor that inspires employees to want to stay longer with an organization.

The findings of the study indicated that there is a significant positive relationship between worklife balance and job satisfaction. This implied that when there is worklife balance among employees, the level job satisfaction will also increase. Thisbecause when work life policies are formed within an organisation, job satisfaction increases. Iqan Lazar (2010) appropriate balance among task and non-task-related roles is equally advantageous for employers and employees. A similar finding was reported by Bushra (2014) which found an optimistic relationship between Work-Life Balance and job satisfaction. Lalita Kumari (2012) noted that each of the work-life balance factors plays a prominent role in enhancing job satisfaction. The study agrees with Fisher *et al*. (2003) which mentioned that WLB is something that is done to make a balance division of time between work and outside of work. When a worker carries out both responsibilities between work and his role in the family, there will create job satisfaction because by working at the company, an employee will not feel burdened by problems outside of work.

5.3 Conlusion

In conclusion, the results discussed above showed significant positivere lationship between work life balance and organizational suppoert, significant positive relationship between organizational support and job satisfaction and between work life balance and Job satisfaction. Work life balance allows workers to be with family, friends, community participation,spirituality, personal growth and other personal activities outside work. To employer it increases productivity, job satisfaction and level of organizational support.

5.4 Recommendation

Based on the findings obtained, the following recommendations are suggested. The Ugandan Government specifically Minstry of Public Service and all other organizatioms should embrace the importance of work life balance and set laws to ensure work life balance in every work places. This may enable employees to balance work and family responsibilities in order to be satisfied with work and hence high productivity in the long run.

The management of Gulu High School should educate its employees about work life balance and involve them in planning and creating more work life Programmes at the school.

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