

# Impact of Work Life Balance on Employee Productivity: An Empirical Investigation from the Banking Sector of Pakistan

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## Abstract

Work makes the significant part of our lives but so does our family. A uni-polar inclination towards one would result in an unbalanced life. This research explores the impact of work-life balance practices on employee productivity. It covers the description of commonly used work-life balance practices which includes flexible working hours, telecommuting, job-sharing, compressed work week, childcare facilities and family leave programs. This study is explanatory in nature, based on the philosophy of post-positivism. It is a quantitative study for which inductive approach was used. To verify if people, at large, feel the importance of work-life balance practices, a critical factor in driving employee performance, a survey in the form of a structured questionnaire was distributed among the bankers who typically work 9-10 hours a day. The data was then tested through SPSS statistical tools to assess if work life balance practices have any relationship with the way employees perform at work or not. Study reveals that, work-life balance practices, when connected appropriately, would impact employee performance positively. A happy employee will be self-driven to work compared to an unhappy employee who is striving to get the right balance between work, family and self. This study aims to help this employee, his family and his employer.

**Keywords:** Work Life Balance, Employee Productivity, Banking Sector.

## Introduction

Clark (2002) defined work life balance as “satisfaction and good functioning at work and at home with a minimum of role conflict”. It could be called a condition of equilibrium where the demand of a person’s work equals that of his personal life. (Delecta, 2011), discussed that scholars’ work on work life balance explain the concept as the ability to satisfy three basic domains of life i.e. work, family and personal. The demands of work domain of life were the working hours, work intensity and the proportion of working hours actually spent in work. If more hours were subtracted from home hours keeping the work intensity high, the imbalance may produce fatigue, anxiety and other physiological impact that could have a negative effect on family domain of life. He assumed that family demands as the roles of people as father, mother, wife etc, family commitments like children upbringing, taking care of the senior family members and related house chores etc. Nevertheless, if awareness programs come to life, best combination of Work life balance practices could make a huge positive impact on the quality of employee’s life. This study envisions the new perception of the historical work on work life balance and presents specific suggestions for the organizations willing to adapt the culture that can encourage the installation of work life balance practices making better all career stages of employees at work. Work life balance was relatively a new concept in the east; however, it had gained broader recognition and acceptance in the west. Some successful Organizations had already incorporated work life balance practices in their organizational culture and structure due to its ever promising positive impact on employee productivity. In Pakistan, Organizations had come to realize the importance of Work Life Balance and its miraculous effects. “The aim of this research was to find out the impact of Work Life Balance on the productivity of employees, its acceptance and different Work life balance practices Organizations were using and to what extent.”

## Literature Review

Friedman and Greenhaus’ study (as cited in Lockwood, 2003), emphasize that in order to hold the work life balance working adults adapt to build networks of support at home, work and in the society as well. However, the conflict between work and family not just affects the quality of family life but inhibits the career development of both men and women. For women, the repercussions may include limited career choices, fewer chances of career development and a difficult choice between thriving career and family. Men, on the other hand,

juggle between their work and family roles. They are made to trade off their personal and career values in order to find ways to make both job and family work for good

### **Telecommuting**

As cited by (Beauregard, 2009), the employees are better able to balance competing demands if they are allowed to schedule their time. As workers have different preferences for integration versus segmentation of work and family roles revealed by boundary theory and role transition, so some of work life practices may not help in reducing inter-role conflict if they do not match employees' preferences for managing both roles. For example; on one hand work from home arrangements benefit some employees but on other hand they interfere with employee role if he/she has greater family responsibility. (Beauregard, 2009) Highlights that a 'virtual Office' study indicates if employees are given choice in the location and time of their work they exhibit greater job satisfaction. Along with increased job satisfaction, teleworkers also demonstrate less turnover and lower level of work-life conflict.

### **Family Leave Programs**

Often work life balance practices do not achieve their desired aim because of lack of use. And these practices do not work if employees remain unaware of work life entitlements. As a survey revealed that 50% of workers do not know about family-friendly policies offered by their organization (as cited in Beauregard, 2009). In fact, many Employees are reluctant to use the practices in spite of knowing them. In comparison to female employees, few men use these family leave programs. They opt for vacation or some days off because of child birth or other family event. There is a great deal of evidence on how male and female employees are perceived differently on taking family leaves. Women are perceived similar regardless of their choice of these programs while men on the other hand are not viewed as good citizens if they take family leave. Because male employees give priority to work before family, do not help coworkers and prove to be less punctual in presence of these programs.

### **Child Care Facilities**

As the number of employers are growing rapidly there is drastic change in workplace environment. So the employees wish to have some facilities that will reduce their hectic schedule hours and will effect positively their work life as well as family life. And among those facilities the most considerable one is child care facilities. According to (Ezra, Deckman, 2006) the employees having on-site child care facilities tend to work more efficiently and they were the ones working overtime. Due to the child-care facilities provided during their working hours, they were more satisfied with their work. Moreover this research paper signifies that achieving a great balance between family life and work life is very essential to gain job satisfaction. The organization should have such policies that will help the employees in maintaining their productivity. Moreover this study concludes that mothers having young children working in an organization should be provided with child care facilities that will result in satisfaction, from family and from work.

### **Job Sharing**

Job sharing is a technique in which two or more than two employee's work together sharing a single full time job. In this job, the employees not only share the job but they also share their responsibilities and their working time. Job sharing can advantage the employees in a lot of ways. It can help in managing their time more flexibly, it can help them to fulfill their commitments and can learn from others while working with them. According to (Ngambi, 2004) job sharing results in increasing productivity in many ways. Such as, job sharing allows more balanced life in terms of giving time to family. Secondly it gives leverage in taking days off when any type of emergency occurs. Moreover Job sharing helps to enhance team skills as well as leadership skills. That gives the employee an opportunity to work and learn from others experience. The research study signifies the importance of job sharing in workplace.

### **Compressed work week**

Rudy (2006), advocates that the practice of compressed workweek which was expected to be a passing fad did not turn out to be just that. It has been employed in various public and private sectors which includes offices, banks, data-processing centers, hospitals, police forces, utilities and manufacturing facilities. It has been found that compressed workweeks have positive impact on several variables such as turnover, absenteeism, recruitment, morale and productivity. Ronen, Simcha; Primps, Sophia B (2001), describe compressed workweeks as a substitute work schedule where there is a transaction between number of hours worked in a day and the number of hours worked in a week so that the designated number of weekly hours are achieved in less than 5 days.

### **Flexible working hours**

Noon and Blyton's study (as cited in Janice Johnson, 2004), takes the Western society into consideration by

suggesting that they have been coming up with new work-related theories, ideas, technologies and practices that are taking over the old antiquated methods of management. They propose new working life patterns such as letting go of traditional 8 hours of office sitting from rigid 9:00am to 5:00pm in the evening, five days a week, right from graduation until the retirement period. This correlates with adopting flexibility in the dominant monotonous working methods that are already in place. This has two implications. First, in order to have such an arrangement in the organization, there are some prerequisite changes that need to be made such as new form of work organization and management along with the adoption of a culture that makes the flexible practices not just conducive but effective. Secondly, it is an initiative that abridges an employee's personal needs (e.g. family commitments) and business objectives by bringing some novelty in work practices and methods as reported by Rapaport et al study (as cited in Janice Johnson, 2004)

### **Personal and Managerial Implications**

Lowe's study (as cited in Delecta, 2011), discusses the possible consequences of work life imbalance as dissatisfaction from life, depression and plausible use of drugs or alcohol among people. The extent to which stress has cascaded down to our lives can be gauged through the recent survey in which it was found that in the past three years, an increasingly large number of employees are struggling to minimize their work life conflict. Another survey was conducted by True Careers in 2002 in which 1500 respondents confessed that they lack a healthy balance between their personal and work lives. (Delecta, 2011) states that organizations want the employees to assign more of their time to work whereas the family want them to perform their home role effectively too. People who are unable to find the right balance between the two have to face problems in their families such as decreased family satisfaction and decreased involvement in family roles etc.

### **Historical Background**

Green's study (as cited in Kohinur, 2013) recollected the evolution of work life balance in the past two decades as having become one of the major concerns due to increased business competition, economic uncertainty and organizational restructuring intensifying the work load for employees. Sara's study (as cited in Kohinur, 2013) promoted the importance of Work Life Balance for instilling the quality of employee's life but it was facing the problem of lack of awareness. Nevertheless, if awareness programs come to life, best combination of Work life balance practices could make a huge positive impact on the quality of employee's life. This study envisions the new perception of the historical work on work life balance and presents specific suggestions for the organizations willing to adapt the culture that can encourage the installation of work life balance practices making better all career stages of employees at work.

### **Research Problem**

Work life balance was relatively a new concept in the east; however, it had gained broader recognition and acceptance in the west. Some successful Organizations had already incorporated work life balance practices in their organizational culture and structure due to its ever promising positive impact on employee productivity. In Pakistan, Organizations had come to realize the importance of Work Life Balance and its miraculous effects. Therefore, the aim of this research was to find out the impact of work life balance on the productivity of employees, its acceptance and different Work life balance practices organizations were using and to what extent.

### **Research Objectives**

#### **Main Objective**

1. Study the impact of work life balance on employee's productivity.

#### **Sub Objectives:**

2. Identify the impact of flexible working hours on employee productivity.
3. Ascertain the effect of compressed work weeks on employee productivity.
4. Explore the influence of telecommuting on employee productivity.
5. Discover the impact of job sharing among employees on employee productivity.
6. Investigate the effect of family leave programs on employee productivity.

### **Research Limitations**

- a. This study was geographically limited because it would only take into account the Pakistani (Karachi) employees belonging to the banking sector due to limited time period of the research; and the results of this study would only benefit employees working under similar working arrangements as Pakistan.
- b. The constraint of limited contacts would allow us to do survey from only specific Pakistani Employees.
- c. In order to remain focused, the study would consider employees more than employers.
- d. The study was limited to working people in order to get accurate information.

### Research Methodology

It's an explanatory study with the philosophy of post-positivism and mono method technique has been used. Inductive approach is deployed and the work life balance model was developed through base literature review. Furthermore, data was collected by using cross-sectional method. The instrument of data collection was structured questionnaire adopted from the literature and the data was tested and analyzed through SPSS to accept or reject the hypotheses. Moreover, non-probability convenience sampling technique was used. The sample size was n=150 generated through sampling table and received 80% response rate from the respondents.

### Hypothesis

- Ho:** There was no significant impact of Work life Balance on Employee Productivity.
- Ho:** There was no significant difference between Gender and Employee Productivity.
- Ho:** There was no significant difference between Age and Employee Productivity.
- Ho:** There was no significant difference between Marital Status and Employee Productivity.
- Ho:** There was no significant difference between Working Hours and Employee Productivity.
- Ho:** There was no significant relationship between Flexible working hours and Employee Productivity.
- Ho:** There was no significant relationship between Compressed Work week and Employee Productivity.
- Ho:** There was no significant relationship between Telecommuting and Employee Productivity.
- Ho:** There was no significant relationship between Job sharing and Employee Productivity.
- Ho:** There was no significant relationship between Family leave programs and Employee Productivity.
- Ho:** There was no significant impact of Flexible working hours on Employee Productivity.
- Ho:** There was no significant impact of Compressed Work week on Employee Productivity.
- Ho:** There was no significant impact of Telecommuting on Employee Productivity.
- Ho:** There was no significant impact of Job sharing on Employee Productivity.
- Ho:** There was no significant impact of Family leave programs on Employee Productivity.

### Data Analysis and Findings

#### Reliability Analysis:

Since the reliability is  $> 0.6$ , therefore the data is reliable enough to perform further statistical analysis. This signifies that the data collected through questionnaire from the respondents was reliable to perform Statistical Inferences

**Table 1 - Reliability Statistics**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.813	.818	24

#### Descriptive Statistics:

The test applied to analyze the demographics is called Descriptive Statistics. The frequencies and cross tabulation of the demographics were tested and analyzed as follows.

#### Demographic Frequencies:

Most of the respondents are male having age 25-30, marital status single, working for 9 hours.

**Table 2 – Cross Tabulation**

		Statistics			
		Gender	Age	Marital Status	Working Hours
N	Valid	150	150	150	150
	Missing	0	0	0	0
Mode		1	2	1	3

**Cross-tabulation**

**Table 3 - Gender and Marital Status Cross Tabulation**

Gender * Marital Status Cross tabulation						
Count		Marital Status				Total
		Single	Married	Divorced	Widowed	
Gender	Male	66	29	0	1	96
	Female	35	18	1	0	54
Total		101	47	1	1	150

**Table 4 - Gender and Working Hours Cross Tabulation**

Gender * Working Hours Cross tabulation								
Count		Working Hours						Total
		7	8	9	10	11	12	
Gender	Male	3	18	30	26	15	4	96
	Female	3	19	15	12	3	2	54
Total		6	37	45	38	18	6	150

**Table 5 - Age and Marital Status Cross Tabulation**

Age * Marital Status Cross tabulation						
Count		Marital Status				Total
		Single	Married	Divorced	Widowed	
Age	18-24	53	7	0	0	60
	25-30	41	21	0	1	63
	31-36	6	15	1	0	22
	37-43	1	2	0	0	3
	44-50	0	1	0	0	1
	51-55	0	1	0	0	1
Total		101	47	1	1	150

**Table 6 - Age and Working Hours Cross Tabulation**

Age * Working Hours Cross tabulation								
Count		Working Hours						Total
		7	8	9	10	11	12	
Age	18-24	5	23	10	18	3	1	60
	25-30	0	11	25	13	10	4	63
	31-36	0	3	8	7	3	1	22
	37-43	1	0	1	0	1	0	3
	44-50	0	0	1	0	0	0	1
	51-55	0	0	0	0	1	0	1
Total		6	37	45	38	18	6	150

**Table 7 - Marital Status and Working Hours Cross Tabulation**

Count		Marital Status * Working Hours Cross tabulation						Total
		Working Hours						
		7	8	9	10	11	12	
MaritalStatus	Single	6	28	26	28	9	4	101
	Married	0	8	18	10	9	2	47
	Divorced	0	1	0	0	0	0	1
	Widowed	0	0	1	0	0	0	1
Total		6	37	45	38	18	6	150

**Correlation Analysis**

The variables used for correlation analysis were variables computed by taking average to merge responses. Since significance is  $\leq 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that child care facilities and employee productivity are significantly positively correlated. Since significance is  $\leq 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that job sharing and employee productivity are significantly positively correlated. Since significance is  $\leq 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that telecommuting and employee productivity are significantly positively correlated. Since significance is  $\leq 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that family leave programs and employee productivity are significantly positively correlated. Since significance is  $\leq 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that flexible working hours and employee productivity are significantly positively correlated. Since significance is  $\leq 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that compressed workweek and employee productivity are significantly positively correlated.

**Table 8 - Correlation**

		Correlations						
		ChildCare	JobSharing	TeleCommuntng	FamilyLeavePgms	FlexibleWorkingHrs	CompressedWorkWeek	EmployeeProductivity
ChildCare	Pearson Correlation	1	.356**	.195*	.100	.301**	.087	.417**
	Sig. (2-tailed)		.000	.017	.223	.000	.290	.000
	N	150	150	150	150	150	150	150
JobSharing	Pearson Correlation	.356**	1	.167*	.202*	.162*	.120	.464**
	Sig. (2-tailed)	.000		.041	.013	.047	.144	.000
	N	150	150	150	150	150	150	150
TeleCommuntng	Pearson Correlation	.195*	.167*	1	.106	-.007	.098	.315**
	Sig. (2-tailed)	.017	.041		.198	.929	.232	.000
	N	150	150	150	150	150	150	150
FamilyLeavePgms	Pearson Correlation	.100	.202*	.106	1	.362**	.180	.418**
	Sig. (2-tailed)	.223	.013	.198		.027	.198	.000
	N	150	150	150	150	150	150	150
FlexibleWorking Hrs	Pearson Correlation	.301**	.162*	-.007	.362**	1	.493**	.458**
	Sig. (2-tailed)	.000	.047	.929	.000		.000	.000
	N	150	150	150	150	150	150	150
CompressedWork Week	Pearson Correlation	.087	.120	.098	.180*	.493**	1	.457**
	Sig. (2-tailed)	.290	.144	.232	.027	.000		.000
	N	150	150	150	150	150	150	150
Employee Productivity	Pearson Correlation	.417**	.464**	.315**	.418**	.458**	.457**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150	150

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

\* . Correlation is significant at the 0.05 level (2-tailed).

**Multiple Regression Analysis**

The regression analysis is done to check the impact of Independent Variable on Dependent Variable in our study. The test consists of Anova and T-Statistics. Since the significance value is  $< 0.01$ , therefore the impact of all Independent Variables on Dependent Variable is 52.8%. Since significance is  $< 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that childcare facilities has 13.1% impact on employee productivity. Since significance is  $< 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that job sharing has 20.1% impact on employee productivity. Since significance is  $< 0.01$ , therefore we

have sufficient evidence to reject the null hypothesis and state that telecommuting has 12.1% impact on employee productivity. Since significance is  $< 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that family leave programs has 17.4% impact on employee productivity. Since significance is  $> 0.01$ , therefore we have sufficient evidence to accept the null hypothesis and state that there is no significant impact of flexible working hours towards employee productivity. Since significance is  $< 0.01$ , therefore we have sufficient evidence to reject the null hypothesis and state that compressed workweek has 23.4% impact on employee productivity.

**Table 9 - Regression Analysis**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 <sup>a</sup>	.547	.528	.33721

a. Predictors: (Constant), CompressedWorkWeek, ChildCare, FamilyLeavePgms, TeleCommntng, JobSharing, FlexibleWorkingHrs

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.670	6	3.278	28.829	.000 <sup>b</sup>
	Residual	16.261	143	.114		
	Total	35.931	149			

a. Dependent Variable: Employee Productivity  
 b. Predictors: (Constant), Compressed Work Week, Child Care, Family Leave Pgms, Tele Commuting, Job Sharing, Flexible Working Hrs

**Table 10 - T-Statistics**

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	.086	.158		.547	.585	
	Child Care	.131	.042	.201	3.140	.002	
	Job Sharing	.201	.047	.261	4.234	.000	
	Tele Commntng	.121	.039	.181	3.087	.002	
	Family Leave Pgms	.174	.047	.226	3.678	.000	
	Flexible Working Hrs	.115	.062	.134	1.863	.065	
	Compressed WorkWeek	.234	.054	.284	4.324	.000	

a. Dependent Variable: Employee Productivity

**Discussion**

The statistical analysis done on independent and dependent variable is showing that the research questions are answered in great detail. First, the impact of childcare facilities towards employee productivity is **13.1%** and they are significantly positively correlated at significance level of **0.01(2-tailed)** with **99%** confidence interval. This means that childcare facilities given to male and female employees working so many hours would show great increase in their productivity, especially female employees. Second, the influence of telecommuting on employee productivity is also huge as revealed by regression analysis, which is **12.1%**. Both factors are significantly positively correlated at significance value of **0.01** levels. So, it is clear that work from home increases employee performance and productivity and make them more available to their families which ultimately result in low level of work-life conflict. Third, the job sharing among employees tend to increase employee productivity as well. The impact of such factor is shown by regression analysis which shows there is **20.1%** impact on employee productivity of telecommuting. Also, the correlation analysis reveals that job sharing and employee productivity are significantly positively correlated at '**0.01**' significance level. That's why we can say that, job sharing among employees reduces work responsibilities, provides flexibility at work and hence contribute to balance in work and family life. Fourth, the effect of family leave programs on employee productivity is positive considerably. The regression analysis shows the impact is **17.4%** of such programs on

employee performance. And both factors are significantly positively correlated at '**0.01**' significance level with **99%** confidence interval. Hence, it is obvious that family leave programs provided by company increases employee commitment raise profits of the company and hence make them work more on job. Fifth, flexible working hours as revealed by results do not result in helping employee increase their productivity. Although, the correlation analysis reveals there is relationship between two variables but **t-stats** value in regression analysis of '**1.8**' which is less than **+2**, implied that such a variable doesn't contribute to increased employee productivity and hence is rejected. Finally, compressed work week contributes to employee productivity in many ways. The correlation analysis showed that compressed workweek and employee productivity are significantly positively correlated at '**0.01**' significance level. And the regression analysis shows greatest impact of this variable among all on employee productivity of **23.4%**. Therefore, we can say that flexible working methodology, working for more hours a day and work schedule of employee choice tend to increase employee productivity at great level. It is hence concluded that work life balance and employee productivity are positively related to the great extent as revealed by Adjusted R Square value of **52.8%**.

### Conclusion

This research concludes that work life balance has great association with employee productivity. The data collected from banking sector employees both male and female was tested and analyzed using statistical package for social sciences (SPSS), which revealed that there is a positive relationship between work life balance and employee productivity. Hence, the null hypotheses were rejected showing that work life balance has strong impact towards employee productivity.

### Recommendation

The suggestions for researchers, managers and organization are obvious. The researchers must forward every aspect of the current area to managers to facilitate them take great decisions in relation to employee professional and personal matters. Also, there is great difference between the amount of practices available and their use. The knowledge of these practices needs to be communicated in order to reap the benefits. Moreover, managerial support and work-life climate is responsible for moderating use of practices and provisions. In addition to this, the provision of these practices and their impact on performance outcomes still remain ambiguous. That's why managers are not able to exactly determine the benefits and costs of these practices. The evidences show that if employee fear harm to their career prospects they discourage use of work-life balance practices and are deprived of needed balance between work and family. In this regard organizations must ensure job and economic security in case of leave programs so that usage could be increased. Today the need to cater to all work-life issues is obvious from the factors cited above. Organization and managers both need to spread awareness about all work-life balance practices and implement them carefully to retain their important assets of company.

### Future Area of Research

Once, the work life balance practices and their constructs have been identified. The future focus must be on awareness and wide use of these practices. There is need of formal monitoring and evaluation of such practices and their effect on work life balance in real. Further, the same research can be done in other sectors except banking (as covered in this paper). Finally, the study in future can be done by using qualitative method to get further insights and verify with the findings of quantitative method.

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