

ANALYZING THE LINKAGE BETWEEN EMOTIONAL - WELL BEING, PSYCHOLOGICAL WELL-BEING AND WORK-LIFE BALANCE OF WORKING WOMEN IN SELECTED PRIVATE SCHOOLS OF NCR: A CO-RELATIONAL STUDY

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ABSTRACT

Work-life balance is an imperative subject in both professional business practice and academic research. The purpose of the present study was to gain the in-depth understanding of the relationship between work-life balance, emotional and psychological well-being. The sampling population included 100 Working women employees of Delhi NCR within age group of 25 to 45 years selected through simple convenience sampling technique. The questionnaire used contained 51 Likert scale questions existing scales where the Cronbach's alpha coefficients were above the recommended 0.7. The gathered data was studied, tabulated computed and analyzed by means of one-way analysis of variance (ANOVA) and Pearson product-moment correlation coefficient has been used. The data was analyzed using IBM SPSS version 20. The result indicated a significant correlation among all three, wherein Psychological Well-Being and Balance in Work Life have a positive and a moderate correlation among them. In addition, a weak, and a negative correlation exists between emotional Well Being and Work Life Balance and a strong, but a negative correlation between emotional Well Being and Psychological Well Being. It was concluded that in preserving an appropriate balance among professional and personal life, Emotional and psychological balance has a quite significant effect on individual's work life equation and hence, contributes significantly to it.

Keywords: *Work-Life Balance, Emotional Well-Being Emotional, Psychological Well-Being.*

Introduction

In every sphere of life, sound body and sound mind are well thought-out to be the two most imperative aspects to perform any particular tasks or work. Talking about these two fundamentals, we directly or indirectly refer to the general well being of human. So wellbeing can be generally divided into subjective and psychological wellbeing. Subjective focuses on positive effects and the nonexistence of negative effects; and psychological wellbeing, on achieving individuals' full potential. Wellbeing refers to satisfaction in life as a whole, vibes of positive mood, without any hint of of negative mood constituting three components of happiness, according to Ryan and Deci (2001). Therefore, it can be stated that well-being refer to positive and negative evaluations that citizens make about their lives. Apart from physical and Psychological well-being, there is an equally important third element, emotional well being, which is as critical to an individual as a fine physical health. A Psychologically sound person is at peace and is a one who performs effectively as well as efficiently at work or at home. This study considers the link between Emotional and, Psychological well-being in relation to the Work-Life Balance.

Emotional Well-Being and Psychological Well-Being

Emotional wellbeing does not mean experiencing only satisfying feelings of happiness, contentment, excitement or love. In fact, repulsive feelings are measured to be very important part of being human, such as sadness, anger, worry and fear. Dealing with such uncomfortable feelings can be

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more difficult to deal with rather than pleasant ones, which is rarely a problem. Fortunately, these kinds of feelings may usually don't last long enough and the feelings could be manageable. But sometimes, they just don't go away, or they might be very strong, or even get bad with time.

Hence, the problem develops when struggling with negative feelings reinforces negative thoughts which in turn may produce negative actions and we are not able to bounce back and struggle with such negative feelings all around, we are experiencing poor emotional wellbeing. And with such poor emotional status, the probability to develop symptoms of psychological disorders such as depression and anxiety increases. Hence, Psychological well-being of an employee becomes a pre-requisite for their effective performance at work.

To achieve a mentally and psychologically balanced healthy workforce, Leadership training Managers and supervisors play a great role in the interests of their personnel. The risk of mental illness can have a persuasive influence by just the actions and opinions of an individual in a leadership role discussing mental health problems induces more confidence in staff or employees with reduced psychological distress. Inspirational, motivational and caring leadership style has always been coupled with improved and better mental wellbeing. Last but not the least, safety and environment are also the concerns for a emotionally healthy workplace providing both a physically and psychological safe climate for its employees.

Emotional Well-Being and Work Life Balance

When we discuss about health and wellbeing, without any doubt, we tend to assume of our body and its physical health. Of course, healthy body is fundamental to our wellbeing, but there is a different side to our overall health – and that is our emotional wellbeing. Emotional wellbeing is considered to be able to deal with our both pleasant and unpleasant feelings, so they do not affect our life in a non-positive manner.

Developing emotional skills involves positive thinking, regulation of all emotions and mindfulness. These skills offer a variety to cope up with different situations we are in, in our daily lives so we can deal with stress, handle our sentiments or feelings in a better way in the face of challenges, and quickly recuperate from regrets or discontentment as a whole. As a consequence, we tend to take pleasure in our daily lives a bit more and follow our dreams more passionately. Also there are others as well, that contribute to emotional well-being: Happiness Skills and Resilience Skills. In the end, emotional Well-Being can be defined as the capability to practice stress-management techniques, be resilient, and generate the emotions that leads to contentment in life.

Psychological Well-Being and Work Life Balance

Psychological well-being is very important to an individual as his physical health. A psychologically sound person achieves and performs well at his work place, like in all other aspects of life. Improved memory, motivation, self-efficacy, positive judgments and opinion are few quality traits of a good psychologically sound person, which results in being more fruitful at work-place fostering the improvement in organizational loyalty among employees with fewer distractions. Hence, Psychological well-being of an employee becomes a pre-requisite for effective performance of employee's at work. Psychological health depends on constructive functioning in certain aspects of his life.

Literature Review

Singh. S, Dr Koradia K (2017): The study compares the Psychological Well Being and Work Life Balance of working women in four sectors i.e. Information Technology, Banking, School Teachers, and College Lecturers. 200 working women (50 each) with the age group of 25-45 years of Pune city was taken as sample collected randomly through convenience sampling method. "The Ryff Scales of Psychological Well-Being" by Spring in 2005 and "Work -life(W-L) balance scale proposed by Pareek and Joshi in 2010 was used as a tool. The study concluded that due to higher work pressure and long working hours women working with banks and schools were psychologically more stable and hence, their Work-life balance was high as compared to those who work with colleges and IT companies. This study emphasizes the need to maintain the psychological balance keeping in mind the sense of stability and balance between work-life and family responsibilities.

Dr. Ashtankar.O (2016): This study evaluates the impact of work-life balance by work-family conflict and family-work conflict on the wellbeing of employees of department of police, Nagpur district. Wellbeing was measured by the levels of family and work satisfaction including psychological distress. 120 employees of Nagpur district Police department were studied and analyzed using Correlation analysis. Data was gathered from Quantitative research methods amongst participants by means of a

convenient sampling method. The study revealed that to pursue the quality-life one needs, there was more conflict between work and personal life, an individual experiences, thus facing a major setback in balancing work and family-life simultaneously. It was stated that the more the work-family conflict is, the lesser the satisfaction on family front, hence suggesting that an organizational culture should be such that cultivated and supports work-life balance, which can be an extensive process for such large organizations like Police department.

Niharika and Supriya (2010): The research is based on work based factors and family related factors that contribute to work life balance. Work based factors being flexi time, work part-time options and freedom to work from home and the family related factors are child care facility and flexibility to take care of emergencies at home.

Kumari S.V., Dr. A. Selvi.A.M(2016): This study assessed the impact of work-life balance characterized by work-family conflict and family-work conflict on the individual's wellbeing employed in the telecom sector in Chennai. The questionnaire analyzed 114 participants. Six hypotheses were proposed and tested using correlation coefficients to examine the link between family and work satisfaction with psychological distress. Due to an increased level of work-family conflict and family-work conflicts on family satisfaction, the study confirmed the negative effects of poor WLB. Also high levels of work-family conflict on work satisfaction and psychological health were confirmed stating the poor WLB. The research also showed that the main causes of work-family conflicts were unnecessary exhaustive working hours and a lack of work schedule flexibility. It was suggested that executing family-friendly initiatives might improve WLB which are important to both employees and employers in terms of understanding of WLB and its effects on people's wellbeing, affecting organizations' productivity and performance such as flexi-time, compressed working week, time off in lieu, childcare and eldercare support.

Kaur.J(2013): This study attempts to study the relationships between Work life balance , life Satisfaction and Personality dimensions .Seventy college teachers were considered to the possible effect of gender difference using t -test, inter-correlation and regression analysis were used as research tools. Analysis of results shows that except one no sex differences were reported on all the variables. Females scored significantly higher in "Conscientiousness" than males. Correlation results confirms that Work life balance is robustly related to life Satisfaction and Extroversion dimension of personality, whereas "Openness" aspect of personality shows a positive relationship with Agreeableness and Conscientiousness. Also regression confirms that Extroversion contributes not much of total variance towards Work life balance and its almost same for Work Life Balance towards Satisfaction with Life.

S Sunil.S, Dr. Kumar.As. (2016): This study on emotional well-being and work- life balance of the workers was carried out on the 362 units in the Magnesite Industry in Tamil Nadu, India. Using descriptive research chi square tests were applied to test for any significant association between attributes like age, gender, etc. T-test was applied to find any significant differences among two group means. One-way ANOVA was applied to find whether differences among two group means exist significantly in the dependent variable. Objective gender gaps were not found to be in the favor of women.

Kluczyk.M(2013):This study assessed the impact of work-life balance on the welfare of individuals employed in the private sector. Using Quantitative research methods it was measured by the levels of family and, work satisfaction and psychological distress. The study confirms the presence of negative effects of poor WLB characterized by high levels of work-family and family-work conflict on satisfaction in family life and high levels of work-family conflict on work satisfaction and psychological health. Whereas, negative impacts of family-work conflict on work satisfaction and psychological health were not confirmed. The main causes of work-family conflicts and could be recognized as excessive working hours and inflexibility of work schedule and hence to be considered and improved by implementing various family-friendly initiatives.

Pres. M. V.(2018): The research is based upon changes in perceptions of the work-life interface of employees, led by the changes in levels of job autonomy and emotional well-being.. Regression and correlation analyses were performed on Data from the Survey to evaluate these relationships and conduct. The results confirmed low work-life balance in individuals with higher levels of job autonomy, as for women as opposed to men whereas, individuals with higher emotional well-being accounts for a higher work-life balance. Relying on this result, Human Resource professionals must implement policies promoting employee well-being and creating awareness of blindly giving way higher job autonomy to employees.

Wilkinson .M. (2013): This study entail to understand the relationship between work-life balance and psychological well-being. Descriptive statistics, reliability testing, correlation and multiple regression analysis techniques were use on 75 participants including both full and part-time employees. It was found to have a significant correlation between the two. Also a significant relationship between work-family stress and global well-being; work-overload and global well-being; was confirmed. Furthermore job satisfaction was predictive of psychological well-being with family satisfaction balance and work overload balance.

Dr. Singh.A.K, Sachdeva. M(2016): This paper provides an insight into the Work life balance with Subjective well being of Educationists in Public and Private Higher Education Institutions With a sample of 100 educationists from public and private sector institutions of higher education, Conflict, Enrichment and Spirituality significantly influence both work life balance and Subjective well being. Results also confirmed that Work life balance also has a positive association with job satisfaction with no effects of demographic characteristics on work life balance of respondents.

Statement of the Problem

In today's world, where health forms the major component of our daily lives, daily organizational requirements has been on high rise, in terms of new challenges, thereby increasing stress level affecting our work life balance overall. Well being requires good physical or psychological health, emotional, or social well-being. Well-being refers to positive and negative evaluations that people make about their lives, be it life satisfaction, joy or sadness.

Developing our physical well-being requires a healthy diet, detoxicating our body, avoiding nutritional deficiencies and maintaining exercise routine. Improving our physical well-being also might help prevent many diseases, and boost our emotional well-being, with the limited number of health challenges on daily basis. Unfortunately, it's overtly likely to eat healthy and still be unhealthy, accidentally missing essential ingredients or nutrients. We all know for a fact that healthy body is vital to our wellbeing, but there is another equally important part to our overall health – our emotional wellbeing and hence, it's imperative to know that building physical and psychological is one of the best ways to build emotional well-being.

With poor emotional wellbeing, we tend to develop symptoms of psychological mental disorders. To understand both emotional and psychological wellness in relation with the work-life balance; the understanding of the links and relation between work life balance, emotional well-being and psychological well being becomes essential.

Objectives

The specific objective of this research work is to study the impact of work life balance on the wellbeing of the teachers.

- To study the emotional well-being of the teachers working in school with respect to the demographic factors like age, and marital status.
- To study the psychological well-being of the teachers working in school with respect to the demographic factors like age, and marital status.
- To study the work-life balance of the teachers working in school with respect to the demographic factors like age, and marital status.
- To study the psychological well-being with respect to the demographic factors like age, marital status of the teachers working in colleges.
- To examine the relation between work-life balance and emotional well-being of the teachers working in colleges.
- To examine the relation between work-life balance and psychological well-being of the teachers working in colleges.
- To study the link between emotional well-being and psychological well-being of the teachers working in colleges.
- To study the strategies adopted by organization to increase workplace well-being.

Hypothesis

On the basis of these objectives, Major hypotheses framed are as follows:

Ho₁: There is no significant difference between the Psychological Well Being of the total sample with respect to their age (25-45 years).

- Ho₂:** There is no significant difference between the Psychological Well Being of the total sample with respect to their marital status
- Ho₃:** There is no significant difference between Work Life Balance of the total sample with respect to their age (25-45 years).
- Ho₄:** There is no significant difference between Work Life Balance of the total sample with respect to their marital status
- Ho₅:** There is no significant difference between emotional well-being of the total sample with respect to their age (25-45 years).
- Ho₆:** There is no significant difference between emotional well-being of the total sample with respect to their marital status
- Ho₇:** There is no significant correlation between Psychological Well Being and Work Life Balance of total sample.
- Ho₈:** There is no significant correlation between emotional Well Being and Work Life Balance of total sample.
- Ho₉:** There is no significant correlation between Psychological Well Being and emotional wellbeing of total sample

Research Methodology

Descriptive study was used for this research work. Through the literature review, the hypotheses were developed. Using data gathered from 100 teachers from private schools of NCR, the current study tested hypotheses using Correlation analysis. Quantitative research methods were used for the study, amongst single and who were in a relationship, female participants, with and without children, by using a convenient sampling method. Structured questionnaire was used for data collection by survey method.

Sampling

The sampling population includes 100 Working women living and working in Delhi NCR. The population sample collected belonged to age group of 25 to 45 years using purposive convenience sampling method.

Research Instrument

The survey included 51 Likert scale questions related to work-life balance, Emotional wellness and psychological well-being. The 51 questions included: 18 questions related to work-life balance, 12 questions related to psychological well-being and 13 for emotional well-being. Eight demographic questions including open-ended questions related to perceptions of work-life balance were also included.

Collection of Data

The samples were contacted and mailed and were asked to fill the questionnaire via mail asked to fill in and mail it back.

Statistical Analysis

Data was coded in a predefined tabular format. The gathered data was tabulated computed and analyzed using one-way analysis of variance (ANOVA). To assess the relationship between the Work life balance and psychological balance of Working Women of private schools, Pearson product-moment correlation coefficient was computed. The results were considered significant if p value $s < 0.05$.

Pilot Study

In accordance with the recommendations, a pilot study was conducted with ten participants for survey design and construction.

Reliability Analysis

The reliability coefficient of the tool has been established by Cronbach's Alpha method. The computed reliability coefficient 0.951 shows that the tool is highly reliable.

Reliability Statistics	
Cronbach's Alpha	N of Items
.951	13

Analysis and Interpretation

Hypothesis Testing

Ho₁: There is no significant difference between the Psychological Well Being of the total sample with respect to their age (25-45 years)

Table 1: A one-way analysis of variance (ANOVA) was calculated on Psychological Well Being of the total sample stating F value as (1,98), and p-value is 0.01, which is less than the significance level of 0.05, so we can reject the null hypothesis, stating that there is a significant difference between the Psychological Well Being of the total sample with respect to their age (25-45 years)

Ho₂: There is no significant difference between the Psychological Well Being of the total sample with respect to their marital status

Table 2: A one-way analysis of variance (ANOVA) was calculated on Psychological Well-being of the total sample with respect to their marital status predicting F value as (2,97), and p-value is 0.939, which is more than the significance level of 0.05, accepting the null hypothesis, we confirm stating that there is no significant difference between the Psychological Well Being of the total sample with respect to their marital age.

Ho₃: There is no significant difference between Work Life Balance of the total sample with respect to their age (25-45 years).

Table 3: A one-way analysis of variance (ANOVA) was calculated on Work Life Balance of the total sample with respect to their age predicting F value as (1, 98), and p-value is 0.134, which is more than the significance level of 0.05, hence we accept the null hypothesis, stating that there is no significant difference between Work Life Balance of the total sample with respect to their age (25-45 years).

Ho₄: There is no significant difference between Work Life Balance of the total sample with respect to their marital status

Table 4: A one-way analysis of variance (ANOVA) was calculated on Work Life Balance of the total sample with respect to their marital status predicting F value as (2, 97), and p-value is 0.239, which is more than the significance level of 0.05, so we accept the null hypothesis, stating that there is no significant difference between the Work Life Balance of the total sample with respect to their marital status

Ho₅: There is no significant difference between emotional well-being of the total sample with respect to their age (25-45 years)

Table 5: A one-way analysis of variance (ANOVA) was calculated on emotional well-being of the total sample with respect to their age (25-45 years) depicting F value as (1, 98), and p-value is 0.001, which is less than the significance level of 0.05, so we can reject the null hypothesis, stating that there is significant difference between the emotional well-being of the total sample with respect to their age (25-45 years).

Ho₆: There is no significant difference between emotional well-being of the total sample with respect to their marital status

Table 6: shows a one-way analysis of variance (ANOVA) calculated on emotional well-being of the total sample with respect to their age (25-45 years) which depicts F value (2, 97), and p-value at 0.001, which is less than the significance level of 0.05, so we can reject the null hypothesis, stating that there is a significant difference between emotional well-being of the total sample with respect to their marital status

Ho₇: There is no significant correlation between Psychological Well Being and Work Life Balance of total sample.

A Pearson product-moment correlation coefficient was computed to assess the relationship between the Work life balance and psychological balance of Working Women of private schools. Value of Pearson's R, reflects the strength of the relationship between the two variables. The relationship between two variables is generally considered strong when their r value is larger than 0.7. The correlation r measures the strength of the linear relationship between two quantitative variables. Here, in the **table 7**, the value of $r = 0.674$, meaning there is a positive and a moderate correlation between the two variables, where value of $p = 0.000$ making it highly significant. Hence, we reject the null hypothesis, stating there is a significant correlation between Psychological Well Being and Work Life Balance of total sample. Overall, there was a strong, positive correlation between Psychological Well Being and Work Life Balance of total sample. Meaning that the more psychologically fit person, more is the work life balance of the person

Ho₈: There is no significant correlation between emotional Well Being and Work Life Balance of total sample.

A Pearson product-moment correlation coefficient was computed to assess the relationship between the Work life balance and emotional Well Being of Working Women of private schools. Here, in the **table 8**, the value of $r = 0.361$, meaning there is a negative and a low correlation between the two variables, where value of $p = 0.000$ making it highly significant. Hence, we reject the null hypothesis, stating there is a significant correlation between emotional Well Being and Work Life Balance of total sample.

Overall, there is a weak and a negative correlation between emotional Well Being and Work Life Balance of total sample. Meaning that more the emotional quotient of a person is, less the overall work life balance of the person.

Ho₉: There is no significant correlation between Psychological Well Being and emotional wellbeing of total sample.

A Pearson product-moment correlation coefficient was computed to assess the relationship between the Work life balance and emotional Well Being of Working Women of private schools.

Here, in the **table 9**, the value of $r = 0.732$, meaning there is a negative but a high correlation. Hence, we reject the null hypothesis, stating there is a significant correlation between Psychological Well Being and emotional wellbeing of total sample. Overall, there was a strong, but a negative correlation between emotional Well Being and Psychological Well Being of total sample. Meaning that more the psychologically balanced person is less will be his emotional quotient.

Findings

Work Life Balance (WLB) is concerned as a vital issue nowadays for individual and also for the organizations. Work Life Balance and Imbalance involves a number of factors in determining the life of any individual which plays a critical role in his/her personal and professional life. Psychologically stable mind and emotional stability of a person are a part of it, rather an important one. Depression, stress and anxiety leading to more incidences of suicides and divorces have become more common. Hence, to meet out the current challenges, this study might help the administrators, organizations and the policy makers to bring some smooth and effective change in the overall system.

The results of the study revealed that the age has significant affect on psychological and emotional Well Being of all the working women in private schools. It may be due to higher work pressure, responsibilities and work complexities. Whereas marital status doesn't affect the work life balances of the individual. On the other hand marital status does affect the emotional quotient of a person in some ways. Also, age and marital status has no impact on work life balance. The research also examines the relations among Psychological Well Being, emotional well being and Work Life Balance. It was found that there is a significant correlation among all three, wherein Psychological Well Being and Work Life Balance have a positive and a moderate correlation among them. But a weak, and a negative correlation exists between emotional Well Being and Work Life Balance and a strong, but a negative correlation between emotional Well Being and Psychological Well Being.

Women employees can balance their work-life by taking some self initiatives and must take responsibility for oneself. This study also emphasizes the need to understand the necessity of the balance between work and life and keeping oneself psychologically fit and emotionally stable.

By conducting this study, it was identified that psychological and emotional quotient are two vital aspects of Work Family Life, which play a crucial role in employee performance and one of the reason for employee turnover. Hence, we can conclude the study stating that the emotional intelligence and psychological balance has a considerable effect on Individual's work life equation and is crucial in sustaining appropriate balance in professional and personal life.

Recommendations

Practical strategies adopted by the organizations to increase workplace wellbeing:

The research evaluation has identified a number of interventions that is effective in reducing significant psychological and emotional illness in the workplace. These include the following.

- Increasing employee power on working hours and place of work through execution of multi-level working team.

- Workplace health strategies should be promoted which includes both extracurricular incentives and psychological fitness awareness and teachings. Curriculum should involve cognitive behavior rehabilitation and relaxation training that can be effective.
- For high risk occupations with significant levels of strain or stress, implementation of resilience training is what is required for.
- Offering help as early as required by the peer support schemes, so provision must be made accordingly.
- Also to Improve Psychological Fitness, one can exercise often, communication is the best method to interact and talk what's bothering him or her.
- Staying positive, practical and realistic help with coping up with stress and anxiety.

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Tables**Table 1**

ANOVA					
TOT_PSH					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	332.012	1	332.012	11.959	.001
Within Groups	2720.738	98	27.763		
Total	3052.750	99			

Table 2

ANOVA					
TOT_PSH					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.968	2	1.984	.063	.939
Within Groups	3048.782	97	31.431		
Total	3052.750	99			

Table 3

ANOVA					
TOT_WLB by age					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	61.714	1	61.714	2.285	.134
Within Groups	2647.286	98	27.013		
Total	2709.000	99			

Table 4

ANOVA					
TOT_WLB by marital status					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	78.679	2	39.340	1.451	.239
Within Groups	2630.321	97	27.117		
Total	2709.000	99			

Table 5

ANOVA					
TOT_EWLB					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	953.440	1	953.440	12.516	.001
Within Groups	7465.310	98	76.177		
Total	8418.750	99			

Table 6

ANOVA					
TOT_EWLB					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1219.968	2	609.984	8.219	.001
Within Groups	7198.782	97	74.214		
Total	8418.750	99			

Table 7

Correlations			
		TOT_PSH	TOT_WLB
TOT_PSH	Pearson Correlation	1	.674**
	Sig. (2-tailed)		.000
	N	100	100
TOT_WLB	Pearson Correlation	.674**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 ^a	.454	.449	3.88357

a. Predictors: (Constant), TOT_PSH

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1230.950	1	1230.950	81.616	.000 ^b
	Residual	1478.050	98	15.082		
	Total	2709.000	99			

a. Dependent Variable: TOT_WLB
b. Predictors: (Constant), TOT_PSH

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.295	1.448		11.942	.000
	TOT_PSH	.635	.070	.674	9.034	.000

a. Dependent Variable: TOT_WLB

Table 8

Correlations			
		TOT_EWLB	TOT_WLB
TOT_EWLB	Pearson Correlation	1	-.361**
	Sig. (2-tailed)		.000
	N	100	100
TOT_WLB	Pearson Correlation	-.361**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 ^a	.130	.121	4.90374

a. Predictors: (Constant), TOT_EWLB

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	352.428	1	352.428	14.656	.000 ^b
	Residual	2356.572	98	24.047		
	Total	2709.000	99			

a. Dependent Variable: TOT_WLB
b. Predictors: (Constant), TOT_EWLB

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.874	2.651		15.040	.000
	TOT_EWLB	-.205	.053	-.361	-3.828	.000

a. Dependent Variable: TOT_WLB

Table 9

Correlations						
				TOT_EWL	TOT_PSH	
TOT_EWL	Pearson Correlation			1	-.732**	
	Sig. (2-tailed)				.000	
	N			100	100	
TOT_PSH	Pearson Correlation			-.732**	1	
	Sig. (2-tailed)			.000		
	N			100	100	
**. Correlation is significant at the 0.01 level (2-tailed).						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.732 ^a	.535	.530	6.31893		
a. Predictors: (Constant), TOT_PSH						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4505.717	1	4505.717	112.843	.000 ^b
	Residual	3913.033	98	39.929		
	Total	8418.750	99			
a. Dependent Variable: TOT_EWL						
b. Predictors: (Constant), TOT_PSH						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72.866	2.356		30.921	.000
	TOT_PSH	-1.215	.114	-.732	-10.623	.000
a. Dependent Variable: TOT_EWL						

