

Essential Factors and How they Affect Demographic Variables in the Corporate Environment to Maintain Work-Life Balance

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Abstract: *Work-life balance (WLB) remains a significant concern for industries, with research highlighting the consequences of imbalance between work and family life. In today's competitive global landscape, companies supporting WLB practices gain a competitive edge. This study aims to explore the impact of demographic variables on WLB factors in Haryana, India. A sample of 300 employees from various private and public banking and insurance branches was analyzed using one-way ANOVA. The study finds that technological advancements have facilitated the implementation of WLB practices, blurring the boundaries between work and personal life. However, despite family-friendly policies, many employees still perceive negative consequences. Normative attitudes and values continue to influence gender roles, affecting women's career prospects. Supervisors' awareness of WLB practices varies, influencing their ability to support employees. Organizations are increasingly focused on fostering a supportive workplace culture to accommodate employees' expectations regarding both family and professional life*

Keywords: Work-life balance, demographic variables, Haryana, India, banking, insurance, technological advancements, gender roles, supervisor awareness, organizational culture

I. INTRODUCTION

Despite extensive research on work-life balance (WLB), it remains a challenging area for industries to address and manage effectively. The consequences of an imbalance between work and family life are well-documented, highlighting the need for companies to prioritize practices that support WLB in today's competitive global landscape. There's a noticeable shift in employee interests from extrinsic to intrinsic rewards, driving the demand for organizations to introduce work-life practices. This study aims to explore the impact of various demographic variables on critical factors of work-life balance. The research sample comprises 300 employees from different levels and sectors in Haryana, including top, middle, and lower-level employees from private and public banks and insurance branches. Demographic factors such as gender, experience, and management level are considered alongside critical factors like trade union presence, government involvement, and employee location. Statistical analysis, utilizing the one-way ANOVA method with the SPSS tool, is employed to achieve the study's objectives effectively. Advancements in technology have facilitated the implementation of work-life balance practices by making work more accessible anytime, anywhere. However, this omnipresence of work creates increased demand and pressure on the workforce in a service-oriented economy, leading to heightened competition for both organizations and employees' time. Despite the availability of family-friendly policies, many employees still perceive negative consequences associated with utilizing them. The evolving nature of jobs and organizational structures adds further complexity, often resulting in conflicts between professional responsibilities and personal needs.

Normative attitudes and values continue to influence gender roles, impacting women's career prospects and contributing to higher personal role-overload. Despite efforts to accommodate work-life balance, managerial awareness and training regarding related policies remain variable. Research indicates that the best employers prioritize organizational culture and policies that promote meaningful work and a supportive workplace environment. Flexibility in work schedules, such as flexitime, has been linked to increased job satisfaction and other positive outcomes, particularly among women. Moving forward, institutionalizing work-life balance initiatives requires a cultural shift within organizations, involving

senior leaders, line managers, and employees in effective career decision-making. The role of work-life professionals must evolve into that of cultural change agents, equipped with skills in organization development and facilitating cultural change efforts in complex organizational settings. Positive associations have been found between the use of Flexible Work Arrangements (FWAs) and career advancement, particularly for men.

II. RESEARCH METHODOLOGY

The primary objective of this study is to assess the impact of various demographic factors on critical aspects of work-life balance. The following hypotheses have been formulated:

H0 (1): Gender does not have a significant relationship with critical factors of Work-life Balance.

H0 (2): Level of Management does not have a significant relationship with critical factors of Work-life Balance.

H0 (3): Experience does not have a significant relationship with critical factors of Work-life Balance.

Sample and Sample Profile

The study's sample was drawn from various locations in Haryana, comprising 300 employees from different organizational levels. This included 107 top-level, 98 middle-level, and 95 lower-level employees from private and public banks and insurance branches in Haryana. The sample encompassed 77 private banking branches, 69 private insurance branches, 80 public banking branches, and 74 public insurance branches.

The objective was to investigate the impact of demographic factors, such as gender, experience, and management level, on critical aspects of Work-life Balance. The selected area was stratified into different zones, and crucial organizational factors, including trade union presence, government involvement, and employee considerations, were considered.

Two districts were randomly selected using a lottery system, and respondents were chosen from each district in Haryana. Statistical analysis was conducted using the one-way ANOVA method with the SPSS tool to ensure the study's alignment with its objectives and enhance its purposefulness.

Table 1.1: Demographic Variables

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	233	63.1	77.7	77.7
Female	67	18.2	22.3	100.0
Total	300	100.0	100.0	

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5	7	20.6	25.3	25.3
6-11	6	18.7	23.0	48.3
12-17	5	17.6	21.7	70.0
18-23	7	20.6	25.0	79.0
More than 23	3	8.1	9.0	100.0
Total	300	100.0	100.0	
Level of Management	Frequency	Percent	Valid Percent	Cumulative Percent
Top level	107	29.0	35.7	35.7
Middle level	98	26.6	32.7	68.3
Lower level	95	25.7	31.7	100.0
Total	300	100.0	100.0	

Table 1.2: Zones of Haryana

Zone	Districts
Zone I	Ambala, Panchkula, Kaithal, Karnal, Kurukshetra, Yamunanagar
Zone II	Jind, Jhajjar, Panipat, Rohtak, Sonapat
Zone III	Bhiwani, Fatehabad, Hisar, Sirsa
Zone IV	Faridabad, Gurgaon, Mohindergarh, Rewari

A) Effect of Gender on Organization Critical Factors of Work-Life Balance

Table 2.1: Effect of Gender on Trade Union Critical Factor of Work-Life Balance

One-way ANOVA for Trade Union on Gender of Work-life Balance

Factor	F	Sig.
It promotes work-life balance to members & employees.	1.809	.180
It articulates the collective interest of members in work-life balance issues.	1.884	.171
It works in partnership with employer to develop and improve work-life balance in organization.	9.580	.002
It leads member's participation in developing work-life balance solutions.	1.859	.174
When required, assists individuals to negotiate work-life balance solutions.	.523	.470

Descriptive for Gender

Gender	Mean
Male	2.6164
Female	2.1618
Total	2.5133

The null hypothesis H0 (1) was partially rejected as it was observed that Gender has a significant relationship with one critical factor of Work-life Balance, specifically Trade Union. Factors such as working in partnership with the employer to develop and improve work-life balance in the organization showed a significant relationship with gender.

Descriptive mean analysis suggested that women were more likely to agree on the aspect of working in partnership with the employer to develop and improve Work-life Balance in the organization, with a corresponding mean value of 2.1618. This indicates that both employers and employees play a crucial role in fostering a healthier organizational environment. Moreover, Trade Union factors showed a significant relationship with gender.

B) Effect of Experience on Trade Union Critical Factor of Work-Life Balance

[Please provide the data for the effect of experience on Trade Union critical factor of Work-Life Balance, and I'll rephrase it accordingly.]

Table 2.2: Effect of Experience on Trade Union Critical Factor of Work-Life Balance

One-way ANOVA for Trade Union on Experience of Work-life Balance

Factor	F	Sig.
It promotes work-life balance to members & employees.	3.010	.019
It articulates the collective interest of members in work-life balance issues.	1.236	.296
It works in partnership with employer to develop and improve work-life balance in organization.	8.869	.000
It leads member's participation in developing work-life balance solutions.	4.133	.000
When required, assists individuals to negotiate work-life balance solutions.	4.477	.002

Descriptive for Experience

Experience	Mean
Less than 5 years	2.1579
6-11 years	2.2899
12-17 years	1.8923
18-23 years	1.5926
More than 23 years	2.1270
Total	2.0733

The null hypothesis H0 (2) was partially rejected as it was observed that Experience has a significant relationship with four critical factors of Trade Union in Work-life Balance. Factors such as promoting Work-life balance to members & employees, working in partnership with the employer to develop and improve work-life Balance in the organization, leading member's participation in developing work-life Balance solutions, and assisting individuals to negotiate work-life Balance solutions showed a significant relationship with Experience.

Descriptive mean analysis suggested that respondents with 18-23 years of experience strongly agreed that Trade Union promotes Work-life balance to members & employees, with a corresponding mean value of 1.5926. This indicates that the trade union plays a crucial role in protecting the interests of employees. Additionally, respondents with 12-17 years of experience agreed that the trade union works in partnership with the employer to develop and improve work-life Balance in the organization, with a corresponding mean value of 2.0615. This suggests that collaboration between the trade union and employer is essential for enhancing Work-life balance in the organization. Furthermore, respondents with less than 5 years of experience strongly agreed that the trade union leads member's participation in developing work-life Balance solutions, with a corresponding mean value of 1.8148.

C) Effect of Experience on Government Critical Factor of Work-Life Balance

Table 2.3: Effect of Experience on Government Critical Factor of Work-Life Balance

One-way ANOVA for Government on Experience of Work-life Balance

Factor	F	Sig.
The organization conducts staff satisfaction survey on a periodical basis.	2.673	.032
The organization hires staff council or other consultative forum to settle disputes.	4.564	.001
The organization has a welfare officer or other staff member designated to oversee operations.	7.664	.000
The organization takes care of appointing governing bodies on a periodic basis.	4.839	.001

Descriptives for Experience

Experience	Mean
Less than 5 years	2.4474
6-11 years	2.8551
12-17 years	2.2000
18-23 years	2.4815
More than 23 years	2.7143
Total	2.5467

The null hypothesis H0 (2) is partially rejected as it was observed that Experience has a significant relationship with four critical factors of Government in Work-life Balance. Factors such as conducting staff satisfaction surveys on a periodical basis, hiring staff council or other consultative forums to settle disputes, having a welfare officer or other staff member designated to oversee operations, and taking care of appointing governing bodies on a periodic basis showed a significant relationship with experience.

Descriptive mean analysis suggested that respondents with 12-17 years of experience agreed that the organization conducts staff satisfaction surveys on a periodical basis. This is essential for identifying and addressing issues related to employee satisfaction on a regular basis.

D) Effect of Gender on Employee Critical Factor of Work-Life Balance

Table 2.4: Effect of Gender on Employee Critical Factor of Work-Life Balance

One-way ANOVA for Employee on Gender of Work-life Balance

Factor	F	Sig.
Makes choices carefully about fit with the organization when applying for a job.	.434	.511
Takes responsibility for discussing needs and possible solutions with their manager (and union if appropriate).	3.040	.082
Takes responsibility for delivering their own workload as agreed with their manager.	7.645	.006
Reviews and modifies arrangements as their personal circumstances change.	12.180	.001
Supportive of colleagues and manager's work-life balance needs.	1.571	.211
Participates in the development of organizational work-life balance strategy.	.237	.627
There is a clear linkage between performance and rewards.	.640	.424

There are great Training & learning opportunities in the organization.	1.302	.255
While applying for a job, the employee should be careful whether he should completely fit within the organization.	.701	.403
There are great prospects for one's career in this organization.	.221	.639

Descriptive for Gender

Gender	Mean
Male	2.0690
Female	1.6029
Total	1.9633

The analysis reveals several significant relationships between gender and critical factors of Employee in Work-life Balance. For instance, respondents agreed that employees should take responsibility for delivering their own workload as agreed with their manager, especially female respondents, with a mean value of 1.6029. This underscores the importance of accountability and adherence to work agreements. Similarly, respondents with varying levels of experience indicated their agreement with different aspects of organizational policies and practices related to government involvement. For example, those with 18-23 years of experience agreed that the organization hires staff councils or other consultative forums to settle disputes, with a mean value of 2.1852. This suggests the perceived effectiveness of such mechanisms in resolving conflicts efficiently.

In conclusion, these findings highlight the crucial role played by government policies and practices in organizational dynamics and underscore the need for continued attention to and improvement of these aspects in fostering a conducive work environment.

E) Effect of Level of Management on Employee Critical Factor of Work-Life Balance

Table 2.5: Effect of Level of Management on Employee Critical Factors of Work-Life Balance

One-way ANOVA for Employees on Level of Management of Work-life Balance

Factor	F	Sig.
Makes choices carefully about fit with the organization when applying for a job.	4.826	.009
Takes responsibility for discussing needs and possible solutions with their manager (and union if appropriate).	18.762	.000
Takes responsibility for delivering their own workload as agreed with their manager.	4.712	.010
Reviews and modifies arrangements as their personal circumstances change.	4.641	.010
Supportive of colleagues and manager's work-life balance needs.	10.797	.000
Participates in the development of organizational work-life balance strategy.	3.998	.019
There is a clear linkage between performance and rewards.	3.903	.021
There are great Training & learning opportunities in the organization.	6.446	.002
While applying for a job, the employee should be careful whether he should completely fit within the organization.	10.078	.000
There are great prospects for one's career in this organization.	.586	.557

The analysis indicates that there are significant relationships between the level of management and various critical factors of Employee in Work-life Balance.

For instance, employees at different levels of management differ significantly in their propensity to take responsibility for discussing needs and possible solutions with their manager (and union if appropriate), as evidenced by the F-value of 18.762 and a significance level of .000. This suggests that higher levels of management are more proactive in engaging in discussions and finding solutions to work-life balance issues.

Similarly, employees at different levels of management also differ significantly in their level of supportiveness towards colleagues and manager's work-life balance needs, with a high F-value of 10.797 and a significance level of .000. This implies that higher-level managers tend to be more supportive of their colleagues and manager's work-life balance

needs compared to lower-level managers. In conclusion, the findings highlight the importance of considering the level of management in addressing and promoting work-life balance initiatives within organizations.

Null hypothesis H0 (3) was partially rejected as it was observed that the Level of Management has a significant relationship with nine critical factors of Employee Work-life balance. These factors include making choices carefully about fitting with the organization when applying for a job, taking responsibility for discussing needs and possible solutions with their manager, delivering their own workload as agreed with their manager, reviewing and modifying arrangements as their personal circumstances change, being supportive of colleagues and manager's Work-life balance needs, participating in the development of organizational work-life balance strategy, recognizing a clear linkage between performance and rewards, providing great training and learning opportunities in the organization, being cautious when applying for a job to ensure compatibility with the organization, and perceiving great career prospects in the organization. Descriptive mean analysis indicates that lower-level employees strongly prioritize making choices carefully about fitting with the organization when applying for a job, indicating their flexibility and the abundance of options available to them, with a corresponding mean value of 1.8105. However, they also exhibit a lower inclination towards taking responsibility for discussing needs and possible solutions with their manager, with a mean value of 1.3474, suggesting a potential lack of decision-making power at this level. On the other hand, middle-level employees strongly prioritize taking responsibility for delivering their own workload as agreed with their manager, indicating their accountability and commitment, with a mean value of 1.7755. Top-level employees, on the other hand, strongly emphasize the importance of reviewing and modifying arrangements as their personal circumstances change, highlighting their adaptability and proactive approach to maintaining work-life balance, with a corresponding mean value of [mean value]. These findings underscore the significance of considering the level of management in shaping and addressing critical factors related to employee work-life balance within an organization.

Null hypothesis H0 (2) was partially rejected as it was observed that Experience has a significant relationship with nine critical factors of Employee Work-life balance. These factors include making choices carefully about fitting with the organization when applying for a job, taking responsibility for discussing needs and possible solutions with their manager (and union if appropriate), delivering their own workload as agreed with their manager, reviewing and modifying arrangements as their personal circumstances change, being supportive of colleagues and manager's Work-life balance needs, participating in the development of organizational work-life balance strategy, recognizing a clear linkage between performance and rewards, providing great training and learning opportunities in the organization, being cautious when applying for a job to ensure compatibility with the organization, and perceiving great career prospects in the organization.

Descriptive mean analysis indicated that individuals with more experience tend to prioritize making choices carefully about fitting with the organization when applying for a job, indicating their awareness of organizational culture and alignment, with a corresponding mean value of 1.9720. Additionally, they strongly prioritize taking responsibility for delivering their own workload as agreed with their manager, reflecting their accountability and proficiency, with a mean value of 2.1776. Furthermore, experienced individuals exhibit a strong inclination towards participating in the development of organizational work-life balance strategy, underlining their proactive engagement and commitment, with a corresponding mean value of 1.8632. They also recognize a clear linkage between performance and rewards, indicating their understanding of the organizational dynamics, with a mean value of 1.8632. Moreover, they value the great training and learning opportunities in the organization, highlighting their desire for continuous growth and development, with a mean value of 1.6316. Finally, they are cautious when applying for a job to ensure compatibility with the organization, reflecting their strategic approach to career decisions, with a corresponding mean value of 1.6316. These findings underscore the importance of experience in shaping individuals' perspectives and priorities regarding various aspects of Work-life balance within an organization.

Employee Critical Factor	Between Groups F	Sig.
Makes choices carefully about fit with organization when applying for a job	2.460	.046
Takes responsibility for discussing needs and possible solutions with their manager (and union if appropriate)	6.221	.000
Takes responsibility for delivering their own workload as agreed with their	22.11	.000

manager		
Reviews and modifies arrangements as their personal circumstances change	2.459	.046
Supportive of colleagues and manager's work-life balance needs	1.962	.100
Participates in development of organizational work-life balance strategy	2.741	.029
There is a clear linkage between performance and rewards	3.902	.004
There is a great Training & learning opportunities in the organization	6.704	.000
While applying for a job the employee should be careful whether he should completely fit within the organisation	4.427	.002
There is great prospects for one's career in this organisation	3.035	.018

These results indicate the significance of experience in influencing various critical factors related to employee work-life balance.

The data indicates that certain employee critical factors related to work-life balance, including modifying arrangements as personal circumstances change, participating in the development of organizational work-life balance strategy, recognizing a clear linkage between performance and rewards, offering ample training and learning opportunities, being cautious about organizational fit when applying for a job, and acknowledging career prospects within the organization, exhibit a significant relationship with experience.

The tabular representation of the descriptive mean analysis for experience:

Employee Critical Factor	Experience
Makes choices carefully about fit with organization when applying for a job	1.8553
Takes responsibility for discussing needs and possible solutions with their manager (and union if appropriate)	1.9275
Takes responsibility for delivering their own workload as agreed with their manager	2.1538
Reviews and modifies arrangements as their personal circumstances change	2.3704
Participates in development of organizational work-life balance strategy	2.1270
There is a clear linkage between performance and rewards	2.0400
There is great Training & learning opportunities in the organization	1.8158
While applying for a job the employee should be careful whether he should completely fit within the organization	1.6522
There is great prospects for one's career in this organization	1.6154

These findings suggest that as employees gain more experience, they tend to demonstrate a stronger inclination towards these work-life balance factors.

III. MAJOR FINDINGS OF THE STUDY

Gender Impact on Trade Union Critical Factors: The gender variable showed minimal impact on trade union critical factors for maintaining work-life balance, with only one out of five factors showing significant difference. Primarily, women were in agreement that the union works in partnership with employers to develop and improve work-life balance in the organization. This suggests that females seek security in the workplace and desire cooperation from employers, relying on them for decision-making support. Hence, gender has limited influence on trade union critical factors, indicating its recognition is marginal within this industry.

Experience Impact on Trade Union Critical Factors: Experience had a highly significant impact on trade union critical factors, with four out of five factors showing significant differences. Employees with 18-23 years of experience predominantly emphasized the promotion of work-life balance among members and employees, advocating for member participation in developing work-life balance solutions. Conversely, those with 12-17 years of experience emphasized partnership with employers, while those with less than 5 years of experience strongly agreed that the union assists individuals in negotiating work-life balance solutions. This suggests that employees with 18-23 years of experience rely more on the trade union, influencing decisions effectively when needed.

Experience Impact on Government Critical Factors: Experience also significantly impacted government critical factors, with all four factors showing significant differences. Employees with 12-17 years of experience strongly agreed that the

organization conducts staff satisfaction surveys periodically, appoints welfare officers to oversee operations, and appoints governing bodies regularly. Those with 18-23 years of experience agreed that the organization hires consultative forums to settle disputes. This implies that experienced employees, particularly those with 12-17 years of experience, are perceived as more reliable by the government for implementing regulatory frameworks within organizations.

Gender Impact on Employee Critical Factors: Gender had a significant impact on employee critical factors, with two out of ten factors showing significant differences. Women were particularly inclined to take responsibility for delivering their workload as agreed with their manager and for modifying arrangements as their personal circumstances change. This suggests that female employees are more willing to delegate responsibilities, recognizing the potential volatility of personal circumstances.

Level of Management Impact on Employee Critical Factors: The level of management significantly impacted employee critical factors, with nine out of ten factors showing significant differences. Lower-level employees were particularly proactive in making careful choices when applying for jobs, discussing needs with managers, supporting colleagues' work-life balance, participating in organizational strategies, and recognizing the linkage between performance and rewards. Middle-level employees were more focused on delivering their own workload, while top-level employees were inclined towards reviewing and modifying arrangements as circumstances change. This highlights the need for greater recognition of lower-level employees' contributions, given their higher mobility and active engagement in organizational roles

Experience has a profound impact on employees' critical factors for maintaining work-life balance, with nine out of ten factors showing significant differences. Employees with varying years of experience exhibit distinct preferences and attitudes towards work-life balance elements.

Employees with 12-17 years of experience show a strong inclination towards taking responsibility for discussing needs and solutions with their managers, delivering their workload as agreed, and valuing training and learning opportunities within the organization. Conversely, those with 18-23 years of experience emphasize participation in organizational work-life balance strategy development and careful consideration of organizational fit when applying for a job.

Employees with less than 5 years of experience prioritize making careful choices about organizational fit, recognizing a clear linkage between performance and rewards, and considering career prospects within the organization. This focus on performance and rewards among newer employees reflects their efforts to establish their identity within the organization and secure long-term career prospects.

Suggestions for employers to improve work-life balance include increasing the number of supportive managers, providing flexibility around work arrangements, empowering employees with a sense of control, and fostering a supportive work environment. Specifically, enhancing people management skills among managers, offering flexible work arrangements with transparent criteria, and creating a supportive work environment can contribute to better work-life balance. In conclusion, addressing work-life balance issues requires a multi-pronged approach involving efforts from organizations, employees, industries, and society. Encouraging a healthy work-life balance benefits both employees and organizations, leading to improved performance and retention. By prioritizing initiatives to support work-life balance, employers can create a positive and productive work environment conducive to employee well-being and organizational success.

IV. CONCLUSION

The conclusion of this paper emphasizes the critical importance of addressing work-life balance issues in organizations. It highlights the significant impact of experience on employees' attitudes and preferences regarding work-life balance factors. The findings suggest that employees with different levels of experience prioritize various aspects of work-life balance, indicating a need for tailored approaches to meet their needs. The paper recommends several strategies for employers to enhance work-life balance, including increasing the number of supportive managers, providing flexibility in work arrangements, empowering employees, and fostering a supportive work environment. These recommendations aim to create a positive and productive workplace that promotes employee well-being and organizational success.

In summary, the paper underscores the importance of recognizing and addressing work-life balance challenges to improve employee satisfaction, performance, and retention. By implementing effective strategies and initiatives, organizations can create an environment where employees feel supported and valued, leading to enhanced organizational outcomes and employee well-being.

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