



WORK-LIFE BALANCE, RESILIENCE, AND JOB PERFORMANCE AMONG MARRIED WOMEN IT PROFESSIONALS IN KERALAM: A CORRELATIONAL STUDY

Sapna V. P.

PhD scholar at Arunodaya University, India.

ABSTRACT

The information technology (IT) sector offers women opportunities for professional growth and economic independence, yet balancing occupational demands with personal and family responsibilities remains an important concern. Research on Indian women IT professionals highlights the relevance of family expectations, organisational practices, and social support in understanding work-life balance (Valk & Srinivasan, 2011). Psychological resilience may also be relevant to employees' ability to adapt to workplace challenges and maintain effective functioning. Against this background, the present study examined the relationships among work-life balance, resilience, and job performance among married women IT professionals in Keralam. A quantitative correlational research design was employed, involving 60 married women IT professionals aged 25–35 years ($M = 29.65$, $SD = 2.83$). Data were collected through an online Google Forms questionnaire using the Work-Life Balance Scale adapted by Hayman (2005), the Brief Resilience Scale developed by Smith et al. (2008), and the Individual Work Performance Questionnaire developed by Koopmans and colleagues. The data were organised, cleaned, and analysed using SPSS Version 25. Descriptive statistics and Pearson's product-moment correlation were used to analyse the data. The findings revealed significant positive correlations between work-life balance and resilience ($r = .546$, $p < .001$), work-life balance and job performance ($r = .643$, $p < .001$), and resilience and job performance ($r = .574$, $p < .001$). All three null hypotheses were rejected. Work-life balance and job performance demonstrated the strongest association among the variables. The findings highlight the relevance of considering work-life balance and resilience when examining the professional experiences of married women IT professionals. The study may inform further research and workplace well-being initiatives, although its correlational design does not establish causal relationships.



KEYWORDS: work-life balance, resilience, job performance, married women, IT professionals, Keralam.

INTRODUCTION

The changing nature of work has brought increasing attention to how individuals manage their professional responsibilities alongside their personal and family lives. In contemporary organisations, employees are expected not only to complete their assigned tasks but also to remain productive, adaptable, and capable of responding to changing workplace demands. These expectations are particularly noticeable in the information technology (IT) sector, where tight project deadlines, rapid technological advancements, client requirements, and the continuous need to update professional skills

can shape employees' everyday experiences. Although such demands may create opportunities for learning and career advancement, they can also make it challenging to maintain a satisfying personal life alongside work. As a result, work-life balance has become an important area of inquiry in occupational psychology, particularly in understanding how employees manage competing responsibilities while maintaining their well-being and professional effectiveness (Greenhaus & Allen, 2011; Sirgy & Lee, 2018).

Work-life balance is generally understood as an individual's ability to manage the demands of work and personal life in a manner that provides a reasonable sense of satisfaction across both domains. It does not necessarily mean allocating equal time to professional and personal activities. Instead, it involves finding an arrangement that allows individuals to fulfil their responsibilities while preserving time and energy for relationships, family life, leisure, and personal development. Greenhaus and Allen (2011) explained work-family balance in terms of the compatibility between an individual's work and family roles, taking into account their effectiveness and satisfaction in both areas. Similarly, Fisher et al. (2009) contributed to the conceptual understanding of work-nonwork balance by examining the ways in which work and nonwork experiences can interfere with or enrich one another. These perspectives suggest that work-life balance is not a fixed condition but an ongoing process influenced by personal priorities, workplace expectations, family circumstances, and the resources available to an individual. The experience of balance may therefore differ from one employee to another, even when they work in similar professional environments.

Maintaining this balance can become difficult when occupational responsibilities extend beyond regular working hours or interfere with personal commitments. For instance, employees may be required to complete urgent assignments, attend meetings at inconvenient times, respond to work-related messages after office hours, or adjust their schedules to accommodate changing project requirements. At the same time, their personal lives may involve household tasks, family relationships, caregiving, social commitments, and the need for adequate rest. When these demands compete for limited time and psychological energy, employees may experience greater difficulty in managing their different roles. Greenhaus and Beutell (1985) identified time-based, strain-based, and behaviour-based conflict as important forms of work-family conflict, demonstrating how the demands of one role can interfere with participation in another. Later, Allen et al. (2000), in their meta-analytic review, documented associations between work-family conflict and several aspects of employee well-being and work-related functioning. In contrast, supportive organisational practices, reasonable workloads, and greater control over working arrangements may help employees manage their responsibilities more effectively. Kossek et al. (2011) further emphasised the importance of workplace and supervisory support in understanding work-family relationships. Taken together, these findings highlight the relevance of work-life balance not only to personal satisfaction but also to employees' broader occupational experiences.

These issues deserve particular consideration among married women employed in the IT sector. Combining professional and family responsibilities can involve different demands depending on an individual's household arrangements, career stage, family support, and workplace conditions. Marriage itself does not necessarily result in work-life conflict, nor do all married women experience the same challenges. However, expectations concerning household management, childcare or other caregiving responsibilities, and the distribution of domestic work may influence the way some women organise their professional and personal lives. Research has shown that work-family relationships are shaped by a combination of individual, family, and organisational factors rather than by a single circumstance (Byron, 2005; Eby et al., 2005). Similarly, the availability of flexible work arrangements and supportive supervisors may influence employees' capacity to respond to family responsibilities without compromising their professional participation (Kossek et al., 2011). In the Indian context, these questions are particularly relevant because women's professional experiences may be shaped by the interaction between changing employment opportunities and prevailing family expectations.

Nevertheless, the experiences of women working in IT should be understood in relation to their specific circumstances rather than through general assumptions about gender or marital status.

The IT sector also presents a distinctive working environment in which employees may need to adapt to changing technologies, demanding project schedules, performance expectations, and continuous professional development. These conditions can make the management of personal boundaries especially important. Although technological connectivity may provide greater flexibility in some circumstances, it may also blur the distinction between working hours and personal time when employees are expected to remain available beyond their scheduled workday. Sirgy and Lee (2018) argued that work-life balance should be understood more broadly in relation to individuals' quality of life and the satisfaction of their needs across different life domains. From this perspective, maintaining balance is not simply about reducing working hours; it also involves having sufficient opportunities to meet personal needs, maintain meaningful relationships, and recover from occupational demands. For married women IT professionals, the extent to which such opportunities are available may vary according to organisational policies, job responsibilities, family support, and individual preferences.

Understanding work-life balance among married women IT professionals is therefore important for examining how professional and personal responsibilities coexist in their everyday lives. A balanced experience may enable employees to devote attention to their work while also maintaining family relationships and personal well-being. Conversely, persistent difficulties in managing competing demands may contribute to strain and reduce the time and energy available for other important areas of life. However, these relationships should not be assumed to be identical for all employees. Individual resources, family arrangements, and organisational conditions may influence how work-life balance is experienced and how it relates to other aspects of professional functioning. Examining this variable alongside resilience and job performance can consequently provide a more comprehensive understanding of the experiences of married women employed in the IT sector in Kerala.

The Indian context offers an important perspective for understanding how women navigate the relationship between their professional responsibilities and personal lives. The growth of the information technology sector has created opportunities for women to pursue specialised careers, achieve financial independence, and develop their professional identities. However, entering and progressing within paid employment does not necessarily remove the demands associated with family life and domestic responsibilities. For some women, managing these different roles may require continuous adjustments to their time, energy, and personal priorities. Valk and Srinivasan (2011), in their qualitative study of 13 women software professionals in Bengaluru, explored how family circumstances, multiple role responsibilities, professional identity, coping strategies, and organisational practices influenced work-family balance. Their findings highlighted the importance of understanding women's experiences within the broader social and organisational environments in which they work. Although the small sample limits the generalisability of the findings, the study offers valuable insights into the complexity of balancing professional aspirations with personal and family expectations. It also suggests that work-life balance cannot be adequately understood by considering workplace demands in isolation from employees' wider lives.

Within this broader Indian context, Kerala provides a meaningful regional setting for examining work-life balance among married women employed in the IT sector. Women's professional experiences may vary according to their family circumstances, organisational culture, commuting requirements, household responsibilities, and the availability of support at work and at home. Even among employees working in similar roles, the experience of managing professional and personal commitments may differ considerably. For instance, an employee with a supportive family environment and some control over her working schedule may experience her responsibilities differently from someone who has limited flexibility or substantial demands outside work. Such differences are consistent with research indicating that work-family conflict is associated with a range of personal, family, and work-related factors (Allen et al., 2000; Byron, 2005). Therefore, it is important to examine

the actual experiences of women IT professionals in Keralam rather than assume that findings from other geographical or organisational settings apply equally to them.

Changes in working arrangements have also introduced new considerations into employees' everyday lives. Office-based, hybrid, and remote working arrangements may each influence how individuals organise their professional and personal responsibilities. Working remotely, for example, may reduce the time spent travelling to the workplace and provide greater flexibility in managing daily activities. At the same time, working from home may make it difficult to maintain clear boundaries between employment and family life, particularly when work-related communication continues beyond regular hours. Allen et al. (2015), in their review of telecommuting research, discussed the importance of examining the conditions under which remote working relates to employee and organisational outcomes. Their review indicates that the consequences of working remotely depend on the nature of the arrangement and the circumstances in which it occurs. Similarly, flexibility should not automatically be equated with work-life balance, as employees may still face demanding workloads, competing expectations, and pressure to remain available. These considerations reinforce the need for context-specific empirical research into the experiences of married women IT professionals.

In addition to work-life balance, job performance is an important aspect of employees' functioning within organisations. Job performance generally refers to the behaviours and activities through which employees fulfil their work responsibilities and contribute to organisational objectives. It extends beyond simply completing assigned tasks and may include the quality of work, meeting deadlines, cooperating with colleagues, adapting to changing requirements, and contributing to a productive working environment. Koopmans et al. (2011) proposed a multidimensional approach to individual work performance that includes task performance, contextual performance, and counterproductive work behaviour. Task performance concerns the effective execution of core job responsibilities, whereas contextual performance involves behaviours that support the wider organisational and social environment. Counterproductive work behaviour refers to actions that may hinder organisational effectiveness. This broader conceptualisation is particularly relevant to the IT sector, where employees are often required to combine technical expertise with teamwork, problem-solving, adaptability, and consistent attention to project objectives.

The relationship between work-life balance and job performance is worth examining because employees' experiences outside the workplace may influence the resources they bring to their professional roles. When individuals are able to manage their responsibilities satisfactorily, they may have more opportunities for rest, recovery, and sustained concentration. Such conditions may support their ability to approach work with adequate energy and attention. Conversely, persistent conflict between work and personal responsibilities may contribute to fatigue, distraction, and difficulties in allocating time effectively. The work-family literature has identified meaningful associations between inter-role conflict and several aspects of employee functioning and well-being (Allen et al., 2000; Amstad et al., 2011). Nevertheless, these relationships should not be interpreted as inevitable or uniform. Some employees may maintain high levels of performance despite considerable personal demands, while others may experience difficulties because of excessive workloads, inadequate resources, unclear expectations, or limited organisational support. Work-life balance is therefore one of several factors that may be associated with job performance rather than a sole explanation for differences in employees' effectiveness.

For married women IT professionals in Keralam, examining this association may help clarify how the perceived management of professional and personal responsibilities relates to their work-related functioning. Such an investigation can move beyond general assumptions that a satisfactory work-life balance automatically leads to better performance or that difficulties in balancing responsibilities necessarily reduce effectiveness. Instead, it can establish whether a meaningful relationship exists between the two variables within the population under consideration. By examining work-life balance alongside resilience and job performance, the present study seeks to develop a more

comprehensive understanding of the personal and professional experiences of married women working in the IT sector. A correlational approach is appropriate for this purpose because it allows the relationships among the study variables to be examined without manipulating employees' working or family circumstances. The findings may contribute context-specific evidence to occupational psychology research and provide a foundation for further investigation into employee well-being and performance in the regional IT workforce.

Resilience is another psychological factor that may help explain how employees navigate the demands of their professional lives. In any workplace, employees encounter situations that require them to adapt, manage setbacks, and continue functioning despite difficulties. Resilience broadly refers to the capacity to respond to adversity and adapt to challenging circumstances while maintaining or regaining psychological and functional stability. Rather than viewing resilience as an unchanging personal quality, contemporary perspectives recognise that resilient responses can be shaped by individual characteristics, available resources, and the circumstances in which difficulties occur (Luthar et al., 2000; Masten, 2001). Connor and Davidson (2003) contributed significantly to the study of resilience by developing the Connor–Davidson Resilience Scale (CD-RISC), which assesses perceived capacities associated with coping, adaptability, and responding to adversity. Their work provided researchers with a standardised instrument for examining resilience in relation to psychological adjustment and stress-related experiences. From an occupational perspective, resilience is relevant because employees must often manage changing expectations and unexpected difficulties without losing sight of their responsibilities.

The relevance of resilience may be particularly evident in the information technology sector, where employees frequently work with changing project requirements, technological developments, strict deadlines, and demanding client expectations. These circumstances may require individuals to revise their plans, learn unfamiliar skills, resolve problems, and respond constructively when outcomes do not meet expectations. For married women IT professionals, such workplace demands may occur alongside personal and family responsibilities, making the management of competing expectations an additional consideration. However, the experience of these demands varies considerably across individuals and organisations. Employees with greater confidence in their ability to cope with difficulties may feel better equipped to adjust to changing circumstances, whereas others may require additional personal or organisational support. Research on resilience has emphasised the importance of understanding how individuals draw on their capacities and available resources when responding to adversity (Masten, 2001; Southwick et al., 2014). Accordingly, resilience may be a useful variable to examine when investigating the psychological and professional experiences of women working in the IT sector.

Resilience may also have an important relationship with work–life balance. Managing professional responsibilities alongside family commitments can involve competing demands on time, energy, and attention. Employees may encounter periods when deadlines coincide with family obligations or when unexpected events require adjustments to established routines. In such circumstances, the ability to adapt, reconsider priorities, and respond constructively to difficulties may be associated with how individuals perceive and manage their work and personal responsibilities. Hobfoll's (1989) conservation of resources theory provides a useful perspective for understanding these experiences. The theory proposes that people seek to obtain, preserve, and protect valued resources, including time, energy, and supportive relationships, and that the threat or loss of these resources can contribute to stress. From this perspective, resilience may be relevant to how employees respond to competing demands and make use of the resources available to them. Nevertheless, resilience cannot independently compensate for persistent resource shortages, excessive workloads, or inadequate support. Examining the relationship between resilience and work–life balance is therefore important for understanding whether these two aspects of employees' experiences are associated within the population under study.

The possible relationship between resilience and job performance also deserves attention. Professional responsibilities often involve uncertainty, unexpected setbacks, and situations in which employees must find alternative ways of completing their work. Employees who respond constructively to such difficulties may be better able to sustain their efforts, adjust their approach, and continue working towards established objectives. In a study of the relationship between psychological resilience and occupational functioning, resilience can therefore be considered a potential correlate of how employees manage work-related challenges. Robertson et al. (2015), in their systematic review and meta-analysis of resilience training in the workplace, examined evidence concerning the development of resilience and its relevance to employee outcomes. Their review supports the importance of investigating resilience in occupational settings, although the implications of resilience-related interventions should not be confused with evidence that resilience necessarily produces higher job performance. Performance also depends on professional knowledge, technical competence, experience, leadership, teamwork, workload, and the resources available to employees. Consequently, the relationship between resilience and job performance requires empirical examination rather than an assumption that individuals who report greater resilience will invariably perform more effectively.

Work-life balance, resilience, and job performance represent three distinct dimensions of employees' professional experiences. Work-life balance concerns how individuals manage and evaluate the relationship between their work and nonwork responsibilities. Resilience refers to their capacity to respond and adapt to adversity, while job performance concerns their effectiveness in carrying out work-related activities. Although these constructs may be related, they are not interchangeable. An employee may report satisfactory work-life balance but experience difficulty responding to a particular workplace setback. Another employee may demonstrate considerable resilience while continuing to experience conflict between professional and family responsibilities. Similarly, an individual may maintain satisfactory job performance despite personal difficulties, particularly when supported by effective organisational systems and adequate resources. The multidimensional nature of individual work performance, as discussed by Koopmans et al. (2011), further illustrates why employee effectiveness should not be reduced to a single personal characteristic. Examining all three variables within the same study can therefore provide a broader understanding of how they relate to one another without presuming that one necessarily causes changes in another.

The relationships among these variables may also be shaped by the social, organisational, and personal circumstances in which employees work. Research findings obtained from one occupational group or geographical setting may not fully represent the experiences of employees in another context. Among married women IT professionals in Keralam, work arrangements, family support, domestic responsibilities, organisational expectations, and individual coping resources may all be relevant to their experiences of work-life balance, resilience, and job performance. Valk and Srinivasan (2011), through their qualitative study of women software professionals in Bengaluru, highlighted the importance of considering family circumstances, professional identity, coping strategies, and organisational practices when understanding work-family balance. Although their study provides useful contextual insights, it does not establish the relationships among all three variables considered in the present research. Similarly, Connor and Davidson (2003) provided a framework for measuring resilience, but the relevance of resilience to work-life balance and job performance among married women IT professionals in Keralam remains a question for empirical investigation.

The need for such investigation is particularly important when interpreting the role of resilience in employees' working lives. Workplace difficulties should not be understood solely in terms of how individuals respond to them. Even employees with strong coping capacities may experience strain when organisational demands remain excessive or when flexibility and support are limited. Hobfoll's (1989) conservation of resources theory suggests that access to and protection of resources are important considerations when understanding stress and adaptation. Similarly, work-family research has identified associations between competing role demands and employee outcomes (Allen et

al., 2000; Amstad et al., 2011). These perspectives indicate that individual capacities and external circumstances need to be considered together. Examining resilience alongside work-life balance and job performance may help clarify how these variables are associated, while avoiding the assumption that individual resilience alone can address difficulties rooted in workplace conditions or unequal distributions of responsibility.

The findings of a study examining these relationships may be relevant to occupational psychology, human resource management, and organisational well-being initiatives. If work-life balance is associated with job performance, the results may encourage organisations to consider how working arrangements, workload expectations, and support systems relate to employees' professional functioning. If resilience is associated with work-life balance or job performance, the findings may provide a basis for further investigation into coping resources, supportive relationships, and workplace practices. Such implications must remain grounded in the observed results. A correlational study can identify the direction and strength of associations, but it cannot independently establish causation or demonstrate that a particular intervention will improve employee outcomes. Recognising these limitations is essential for developing responsible and contextually appropriate recommendations.

Against this background, the present study, entitled *Work-Life Balance, Resilience, and Job Performance among Married Women IT Professionals in Keralam: A Correlational Study*, aims to examine the relationships among work-life balance, psychological resilience, and job performance among married women employed in the IT sector in Keralam. Specifically, the study investigates the relationship between work-life balance and resilience, the relationship between work-life balance and job performance, and the relationship between resilience and job performance. By focusing on a defined occupational and regional population, the research seeks to contribute empirical evidence on the interrelationships among these three variables. Rather than assuming that resilience mediates the relationship between work-life balance and job performance, the study examines the pairwise associations among the constructs. Through this approach, it aims to develop a clearer understanding of the psychological and work-related factors associated with the professional experiences of married women IT professionals, while recognising that the findings must be interpreted within the limits of a correlational research design.

REVIEW OF LITERATURE

Valk and Srinivasan (2011) examined work-family balance among Indian women software professionals through an exploratory qualitative study involving 13 women employed in Bangalore's software sector. The findings highlighted the influence of family expectations, multiple role responsibilities, professional identity, coping strategies, organisational policies, and social support on women's experiences of work-family balance. The study demonstrated the importance of considering both family circumstances and workplace conditions when understanding the professional experiences of women in the IT industry. Its qualitative approach provided valuable contextual insights, although the small sample limited broader generalisation.

Wong et al. (2020) conducted a meta-analysis synthesising 202 records from 58 published papers to examine the relationship between work-life balance arrangements and organisational performance. Their findings indicated positive associations with several organisational outcomes, including career motivation, employee attendance, recruitment, and retention. The study also identified gender, industry sector, and organisational hierarchy as factors influencing the observed relationships. These findings suggest that work-life balance is relevant to organisational functioning, although organisational-level outcomes should not be interpreted as direct evidence of individual job performance. The study supports the need to examine the relationship between work-life balance and job performance among a clearly defined occupational population.

Karthikkumar et al. (2024) investigated work-life balance and factors associated with work performance among women employed in Bengaluru's IT sector. Their study addressed workplace

stressors, workload, work-life balance, and interpersonal relationships in relation to employees' work experiences and performance. This research is relevant to the present investigation because it focuses on women working in the Indian IT industry and highlights the importance of considering occupational demands when examining work-related outcomes. However, its focus does not establish the specific relationship among work-life balance, resilience, and job performance among married women IT professionals in Keralam.

Murthy and Antony (2025) investigated personal cognitive predictors of career resilience among 306 women professionals in the Indian IT sector. Using hierarchical multiple regression, the researchers found that career self-management skills, work volition, and occupational self-efficacy significantly predicted career resilience. Additional analyses identified occupational self-efficacy as a mediating factor. The findings highlight the relevance of individual psychological and career-related resources in understanding resilience among women IT professionals in India. Nevertheless, career resilience is not identical to general psychological resilience, and the study did not directly establish the relationship between work-life balance and job performance. It therefore provides a useful foundation for investigating resilience alongside these variables in the present study.

Although previous research has explored work-life balance, resilience, and job performance as important aspects of employees' professional lives, there is still a need to understand how these factors are connected among married women working in the IT sector. Balancing professional responsibilities with family commitments can present unique challenges, making it important to examine how women manage these demands, cope with workplace pressures, and perform their duties effectively. While existing studies have examined work-life balance in relation to organisational outcomes and resilience in connection with personal and professional resources, the relationships among all three variables remain insufficiently explored in the specific context of married women IT professionals in Keralam. Addressing this gap, the present study aims to examine the interrelationships between work-life balance, resilience, and job performance using a correlational research design. By focusing on the experiences of married women in the IT sector of Keralam, the study hopes to contribute to a better understanding of their professional functioning and provide useful insights for future research and the development of workplace well-being initiatives.

METHODOLOGY

Objectives of the study

- To examine the relationship between work-life balance, resilience, and job performance among married women IT professionals in Keralam.
- To assess the levels of work-life balance, resilience, and job performance among married women IT professionals in Keralam.
- To examine the relationship between work-life balance and resilience among married women IT professionals in Keralam.
- To examine the relationship between work-life balance and job performance among married women IT professionals in Keralam.
- To examine the relationship between resilience and job performance among married women IT professionals in Keralam.

HYPOTHESES OF THE STUDY

- H_{01} : There is no significant relationship between work-life balance and resilience among married women IT professionals in Keralam.
- H_{02} : There is no significant relationship between work-life balance and job performance among married women IT professionals in Keralam.
- H_{03} : There is no significant relationship between resilience and job performance among married women IT professionals in Keralam.

RESEARCH DESIGN

The present study employed a quantitative correlational research design to examine the relationships among work-life balance, resilience, and job performance among married women IT professionals in Keralam. This design was considered appropriate because the study aimed to determine the direction and strength of associations among the selected variables without manipulating them or introducing an intervention. Data were collected using standardised self-report instruments administered through an online Google Forms questionnaire.

PARTICIPANTS SAMPLING PROCEDURE

The sample consisted of 60 married women employed in the information technology (IT) sector in Keralam. Participants were aged between 25 and 40 years, with a mean age of 29.65 years ($SD = 2.62$). The study focused on married women IT professionals to examine the relationships among work-life balance, resilience, and individual work performance within this specific occupational group. The sample size was 60, and the demographic characteristics were summarised using descriptive statistics. Participants were recruited through online platforms, and participation was based on the stated eligibility criteria. The recruitment approach enabled the researcher to reach women working in the IT sector within the geographical scope of the study. The specific sampling technique should be identified in the final report according to the procedure actually followed. The inclusion criteria were married women aged between 25 and 40 years who were currently employed in the IT sector in Keralam, willing to participate voluntarily, and able to understand and complete the online questionnaire. Individuals who did not meet the specified age, marital status, or occupational requirements were excluded. Incomplete or unusable responses were also excluded from the analysis, where applicable.

TOOLS USED

Three standardised instruments were used to collect data on the study variables.

1. Work-Life Balance Scale

The 15-item Work-Life Balance Scale adapted by Hayman (2005) from the instrument developed by Fisher-McAuley et al. (2003) was used to assess participants' perceived work-life balance. The scale examines the relationship between work and personal life, including the extent to which work affects personal life and personal life affects work. The instrument was selected to assess participants' experiences of managing occupational and non-occupational responsibilities. Responses were scored according to the instrument's prescribed procedure, with higher scores interpreted in accordance with the scale's scoring direction.

2. Brief Resilience Scale (BRS)

The Brief Resilience Scale developed by Smith et al. (2008) was used to measure psychological resilience, specifically the ability to recover or bounce back from stressful experiences. The scale consists of six items rated on a five-point Likert scale. Three items are reverse-scored before calculating the overall score. The mean of the six items provides the resilience score, with higher scores indicating greater perceived resilience. The instrument was appropriate for the present study because it assesses recovery from stress rather than broader dimensions of coping or personal competence.

3. Individual Work Performance Questionnaire (IWPQ)

The Individual Work Performance Questionnaire developed by Koopmans and colleagues was used to assess individual work performance. The 18-item version specified for this study comprises three dimensions: task performance (5 items), contextual performance (8 items), and counterproductive work behaviour (5 items). Task performance assesses the effectiveness with which

employees fulfil their core job responsibilities, whereas contextual performance concerns behaviours that support the organisational and social work environment. Counterproductive work behaviour assesses actions that may adversely affect organisational functioning. Responses are recorded on a five-point scale according to the questionnaire's prescribed response format and scoring instructions. The three dimensions were considered when interpreting participants' work performance. Counterproductive work behaviour requires separate interpretation because higher scores indicate more frequent counterproductive behaviours rather than better performance.

Data Collection Procedure

Data were collected through a Google Forms questionnaire distributed via online platforms. The questionnaire included the relevant participant information, eligibility requirements, demographic details, and the three research instruments. Participants were informed about the purpose of the study and the voluntary nature of participation. Responses were collected electronically and examined for completeness and suitability before statistical analysis. Appropriate measures were taken to maintain the confidentiality of the information provided by participants.

Ethical Considerations

Ethical principles were observed throughout the research process. Participation was voluntary, and informed consent was obtained before data collection. Participants were informed about the purpose of the study, their right to decline participation, and the confidentiality of their responses. The collected information was used exclusively for research purposes and handled with due regard for participant privacy. Any applicable institutional ethical requirements were followed.

Statistical Analysis

The collected data were organised and cleaned before analysis to ensure accuracy and consistency. Statistical analysis was then performed using SPSS Version 25. Descriptive statistics, including means and standard deviations, were used to summarise the study variables, while correlational analysis examined the relationships among work-life balance, resilience, and job performance. Statistical significance was set at $p < .05$, and the findings were interpreted in accordance with the research objectives and hypotheses.

RESULT

Descriptive Analysis

Descriptive statistics were computed to examine the demographic characteristics of the participants and the distribution of the study variables, namely work-life balance, resilience, and job performance. The mean, standard deviation, minimum, and maximum values were calculated to summarise the central tendency and variability of the scores. The results are presented in Table 1.

Table 1
Descriptive Statistics for Age and the Study Variables (N = 60)

Variable	M	SD	Minimum	Maximum
Age (years)	29.65	2.83	25	35
Work-life balance raw total	43.97	10.23	19	64
Resilience total	16.23	4.68	7	27
Job performance derived total	40.42	13.11	15	70

The descriptive analysis revealed that the participants had a mean age of 29.65 years (SD = 2.83), ranging from 25 to 35 years. The mean work-life balance score was 43.97 (SD = 10.23), with scores ranging from 19 to 64, indicating variability in participants' perceived work-life balance.

Resilience had a mean score of 16.23 (SD = 4.68), with scores ranging from 7 to 27. Job performance showed a mean score of 40.42 (SD = 13.11), with scores ranging from 15 to 70, reflecting individual differences in job performance.

HYPOTHESIS-TESTING RESULTS

Pearson's product-moment correlation was used to examine the relationships among work-life balance, resilience, and job performance among married women IT professionals in Keralam.

Hypothesis 1: Work-Life Balance and Resilience

H₀₁: There is no significant relationship between work-life balance and resilience among married women IT professionals in Keralam.

The analysis revealed a statistically significant positive correlation between work-life balance and resilience, $r = .546$, $p < .001$. This indicates that higher work-life balance scores were associated with higher resilience scores. Therefore, the null hypothesis (H₀₁) was rejected.

Hypothesis 2: Work-Life Balance and Job Performance

H₀₂: There is no significant relationship between work-life balance and job performance among married women IT professionals in Keralam.

The analysis revealed a statistically significant positive correlation between work-life balance and job performance, $r = .643$, $p < .001$. This indicates that higher work-life balance scores were associated with higher job performance scores. Among the three reported relationships, this correlation was the strongest. Therefore, the null hypothesis (H₀₂) was rejected.

Hypothesis 3: Resilience and Job Performance

H₀₃: There is no significant relationship between resilience and job performance among married women IT professionals in Keralam.

The analysis revealed a statistically significant positive correlation between resilience and job performance, $r = .574$, $p < .001$. This indicates that higher resilience scores were associated with higher job performance scores. Therefore, the null hypothesis (H₀₃) was rejected.

SUMMARY OF HYPOTHESIS TESTING

Hypothesis	Pearson's r	p value	Decision
H ₀₁ : Work-life balance and resilience	.546	< .001	Rejected
H ₀₂ : Work-life balance and job performance	.643	< .001	Rejected
H ₀₃ : Resilience and job performance	.574	< .001	Rejected

DISCUSSION

The present study examined the relationships among work-life balance, resilience, and job performance among married women IT professionals in Keralam. The findings revealed statistically significant positive correlations among all three variables. Work-life balance was positively correlated with resilience ($r = .546$, $p < .001$) and job performance ($r = .643$, $p < .001$), while resilience was positively correlated with job performance ($r = .574$, $p < .001$). Therefore, all three null hypotheses were rejected. The strongest observed association was between work-life balance and job performance, followed by resilience and job performance, and work-life balance and resilience. The positive relationship between work-life balance and resilience suggests that participants reporting better balance between their professional and personal responsibilities also tended to report greater resilience. Managing occupational demands alongside family commitments may require individuals to adapt to changing circumstances, regulate their responses to stress, and make effective use of available resources. Greenhaus and Beutell (1985) explained how competing work and family demands can

create time-based and strain-based conflict. Similarly, Hobfoll's (1989) conservation of resources theory highlights the importance of protecting resources such as time, energy, and social support when coping with demanding circumstances. These perspectives provide a theoretical basis for understanding the observed association. However, the correlational findings do not establish whether greater work-life balance is associated with resilience, resilience supports work-life balance, or both are related to other personal and organisational factors.

The strongest association was observed between work-life balance and job performance ($r = .643, p < .001$). This finding indicates that participants reporting better work-life balance also tended to report higher job performance. Employees who can manage professional and personal responsibilities satisfactorily may have greater opportunities for rest, concentration, and recovery, which could be relevant to their work-related functioning. Greenhaus and Powell (2006) proposed that experiences and resources gained in one life domain may enhance functioning in another, providing a useful framework for interpreting this relationship. Nevertheless, job performance also depends on professional competence, motivation, workload, leadership, and organisational resources. Therefore, the observed association should not be interpreted as evidence that work-life balance directly improves performance.

Resilience was also positively associated with job performance ($r = .574, p < .001$). This suggests that participants reporting greater resilience tended to report higher job performance. Resilience may be relevant to how employees respond to workplace challenges, adapt to changing requirements, and maintain goal-directed behaviour during difficult circumstances. Masten (2001) described resilience as an adaptive process supported by individual capacities and protective systems. In the IT sector, where employees may encounter demanding deadlines, technological changes, and unexpected project difficulties, these adaptive capacities may be particularly relevant. However, resilience alone cannot overcome excessive workloads, inadequate resources, or unsupportive working conditions. The finding therefore highlights an association rather than establishing resilience as a direct cause of better job performance.

Taken together, the results indicate that work-life balance and resilience are each positively associated with job performance, while also being positively associated with one another. The work-home resources model proposed by ten Brummelhuis and Bakker (2012) offers a useful theoretical perspective for understanding how demands and resources across work and personal life may relate to employee functioning. However, the present study did not test this model or examine mediation, moderation, or causal pathways. The findings should therefore be interpreted strictly in terms of the observed correlations. The results also emphasise the importance of considering the individual and organisational circumstances of married women IT professionals. Family support, the distribution of domestic responsibilities, workplace flexibility, supervisory support, and workload may influence employees' experiences in different ways. Valk and Srinivasan (2011), in their qualitative study of women software professionals in Bengaluru, highlighted the relevance of family circumstances, professional responsibilities, coping strategies, and organisational practices to work-family balance. Their work provides useful contextual insight, although the present study examines the statistical relationships among three distinct variables in a specific regional population.

IMPLICATIONS OF THE STUDY

The findings highlight the importance of work-life balance and resilience in understanding job performance among married women IT professionals in Keralam. Organisations may consider implementing flexible work arrangements, manageable workloads, family-supportive policies, and employee wellness programmes. Resilience-building initiatives and supportive supervision may also contribute to employee well-being and occupational functioning.

Limitations of the Study

The correlational design does not establish causal relationships among the variables. The findings may be influenced by factors such as organisational support, family responsibilities, workload, and social support, which were not examined. The generalisability of the results depends on the sample characteristics and sampling procedure. Further research using longitudinal designs and larger, more diverse samples is recommended.

CONCLUSION

The present study examined the relationships among work-life balance, resilience, and job performance among married women IT professionals in Keralam. The findings revealed statistically significant positive correlations among all three variables. Work-life balance was positively associated with resilience ($r = .546, p < .001$) and job performance ($r = .643, p < .001$). Similarly, resilience demonstrated a significant positive relationship with job performance ($r = .574, p < .001$). Therefore, all three null hypotheses were rejected based on the reported results. Among the relationships examined, work-life balance and job performance showed the strongest association. This finding highlights the potential relevance of balancing professional and personal responsibilities when understanding occupational functioning. The positive relationship between resilience and job performance also indicates that psychological adaptability may be an important correlate of professional effectiveness. Furthermore, the association between work-life balance and resilience suggests that these two factors may be interconnected in the experiences of married women professionals.

REFERENCES

1. Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40–68. <https://doi.org/10.1177/1529100615593273>
2. Allen, T. D., Herst, D. E. L., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278–308. <https://doi.org/10.1037/1076-8998.5.2.278>
3. Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work-family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of Occupational Health Psychology*, 16(2), 151–169. <https://doi.org/10.1037/a0022170>
4. Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior*, 67(2), 169–198. <https://doi.org/10.1016/j.jvb.2004.08.009>
5. Connor, K. M., & Davidson, J. R. T. (2003). Development of a new resilience scale: The Connor-Davidson Resilience Scale (CD-RISC). *Depression and Anxiety*, 18(2), 76–82. <https://doi.org/10.1002/da.10113>
6. Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature (1980–2002). *Journal of Vocational Behavior*, 66(1), 124–197. <https://doi.org/10.1016/j.jvb.2003.11.003>
7. Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>
8. Fisher-McAuley, G., Stanton, J., Jolton, J., & Gavin, J. (2003). Modelling the relationship between work life balance and organisational outcomes [Conference presentation]. Annual Conference of the Society for Industrial and Organizational Psychology.
9. Greenhaus, J. H., & Allen, T. D. (2011). Work-family balance: A review and extension of the literature. In J. C. Quick and L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 165–183). American Psychological Association. <https://doi.org/10.1037/12170-006>

10. Greenhaus, J. H., Bedeian, A. G., & Mossholder, K. W. (1987). Work experiences, job performance, and feelings of personal and family well-being. *Journal of Vocational Behavior*, 31(2), 200–215. [https://doi.org/10.1016/0001-8791\(87\)90057-1](https://doi.org/10.1016/0001-8791(87)90057-1)
11. Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88. <https://doi.org/10.5465/amr.1985.4277352>
12. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531. [https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/10.1016/S0001-8791(02)00042-8)
13. Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72–92. <https://doi.org/10.5465/amr.2006.19379625>
14. Hayman, J. R. (2005). Psychometric evaluation of an instrument designed to measure work life balance. *Research and Practice in Human Resource Management*, 13(1), 85–91.
15. Hildenbrand, K., Daher, P., Topakas, A., & Gan, X. (2024). Multidimensional work-nonwork balance: Are balanced employees productive at work and satisfied with life? *The International Journal of Human Resource Management*, 35(6), 1048–1087. <https://doi.org/10.1080/09585192.2023.2258335>
16. Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
17. Karthikkumar, M., Balaji, E., & Hussain, S. (2024). Work-life balance and factors impacting work performance among women in Bengaluru's IT sector. *Asian Journal of Economics, Business and Accounting*, 24(11), 271–283. <https://doi.org/10.9734/ajeba/2024/v24i111555>
18. Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C. W., & van der Beek, A. J. (2014). Measuring individual work performance: Identifying and selecting indicators. *Work*, 48(2), 229–238. <https://doi.org/10.3233/WOR-131659>
19. Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet, H. C. W., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
20. Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work–family conflict: A meta-analysis clarifying the influence of general and work–family-specific supervisor and organizational support. *Personnel Psychology*, 64(2), 289–313. <https://doi.org/10.1111/j.1744-6570.2011.01211.x>
21. Luthar, S. S., Cicchetti, D., & Becker, B. (2000). The construct of resilience: A critical evaluation and guidelines for future work. *Child Development*, 71(3), 543–562. <https://doi.org/10.1111/1467-8624.00164>
22. Masten, A. S. (2001). Ordinary magic: Resilience processes in development. *American Psychologist*, 56(3), 227–238. <https://doi.org/10.1037/0003-066X.56.3.227>
23. Murthy, R. N., & Antony, J. M. (2025). Personal cognitive predictors influencing career resilience among Indian women information technology professionals. *Journal of Employment Counseling*, 62(3), 163–174. <https://doi.org/10.1002/joec.12245>
24. Robertson, I. T., Cooper, C. L., Sarkar, M., & Curran, T. (2015). Resilience training in the workplace from 2003 to 2014: A systematic review. *Journal of Occupational and Organizational Psychology*, 88(3), 533–562. <https://doi.org/10.1111/joop.12120>
25. Sirgy, M. J., & Lee, D.-J. (2018). Work-life balance: An integrative review. *Applied Research in Quality of Life*, 13, 229–254. <https://doi.org/10.1007/s11482-017-9509-8>

26. Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The Brief Resilience Scale: Assessing the ability to bounce back. *International Journal of Behavioral Medicine*, 15(3), 194–200. <https://doi.org/10.1080/10705500802222972>
27. Southwick, S. M., Bonanno, G. A., Masten, A. S., Panter-Brick, C., & Yehuda, R. (2014). Resilience definitions, theory, and challenges: Interdisciplinary perspectives. *European Journal of Psychotraumatology*, 5(1), Article 25338. <https://doi.org/10.3402/ejpt.v5.25338>
28. ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work-home interface: The work-home resources model. *American Psychologist*, 67(7), 545–556. <https://doi.org/10.1037/a0027974>
29. ten Brummelhuis, L. L., Calderwood, C., Rosen, C., & Gabriel, A. (2025). Peaking today, taking it easy tomorrow: Daily performance dynamics of working long hours. *Journal of Organizational Behavior*, 46(4), 530–547. <https://doi.org/10.1002/job.2847>
30. Valk, R., & Srinivasan, V. (2011). Work-family balance of Indian women software professionals: A qualitative study. *IIMB Management Review*, 23(1), 39–50. <https://doi.org/10.1016/j.iimb.2010.10.010>
31. Wong, K., Chan, A. H. S., & Teh, P.-L. (2020). How is work-life balance arrangement associated with organisational performance? A meta-analysis. *International Journal of Environmental Research and Public Health*, 17(12), Article 4446. <https://doi.org/10.3390/ijerph17124446>