WOMEN WORK LIFE BALANCE PRACTICES & ITS IMPLICATIONS FOR 21ST CENTURY: A REVIEW

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Abstract
Manpower being the most noteworthy and dynamic factor of manufacture, turn out to be the crucial to optimize the utilization of all the other material resources. Enhancing the manpower strength by developing their skills & knowledge shall lead to economic development. Taking advantage of fully developed both genders and their skill is important of any of the enterprise today. Women's position cannot be isolated as they constitute nearly half of the human resource. Without the complete integration of women in development programs, improvement seems to be impossible. Women in India are the backbone of society who keeps moral and cultural values alive. The women take care of family, be it her father's house before her marriage, or her husband's house after. Today women successfully not only encode her in the job situations but also emerge as a professional in many fields and found acceptance in the society. The role of women is very important not merely because it would mean efficient use of resources but women status and opportunities are closely related to each other. The research study bid to review the innumerable issues of women employees' work-life balance practices in a global scenario by various authors and propose some actions to progress that will give new scopes to the administration in terms of work life reduced absenteeism, increased productivity, job satisfaction and a balanced Work-Family among the women employees.

Keywords— Work Life Balance, Work from Home, Work Family Conflict, Work Life Programs, Flexi Hours, Zen Room.

I. Introduction

Manpower[1] being the most noteworthy and dynamic factor of manufacture, turn out to be the crucial to optimize the utilization of all the other material resources. Enhancing the manpower strength by developing their skills & knowledge shall lead to economic development. Taking advantage of fully developed both genders and their skill is important of any of the enterprise today. Women's position cannot be isolated as they constitute nearly half of the human resource. Without the complete integration of women in development programs, improvement seems to be impossible. Women in India are the backbone of society who keeps moral and cultural values alive. The women take care of family, be it her father's house before her marriage, or her husband's house after. Today women successfully not only encode her in the job situations but also emerge as a professional in many fields and found acceptance in the society. The role of women is very important not merely because it would mean efficient use of resources but women status and opportunities are closely related to each other. The research study bid to review the innumerable issues of women employees' work-life balance practices in a global scenario by various authors and propose some actions to progress that will give new scopes to the administration in terms of work life reduced absenteeism, increased productivity, job satisfaction and a balanced Work-Family among the women employees.

II. Objectives

1. To review the literature proposed on work life practices.
2. To comprehend the issues regarding women employee work life-balance.
3. To study work-life balance factors which affect working women professionals based on literature review.

III. Review of Literature
Glimpse on Work Life Balance

(Lewis et al., 2003)[2] have gone so far as to say that the limitations of the language and terminology used to frame the issues in the literature is one of the sticking points holding back better ways to integrate paid work with the rest of life. Ways of conceptualizing the issues have changed from 'work-family' and 'family-friendly' to 'work-life' and 'work-life balance'. However, the term 'work-life balance' remains problematic.

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(Clark, 2000)[3]WLB is defined as "fulfillment and upright working at office and home with a least of role conflict. It is defined as "the absence of unacceptable level of conflicts between work and leisure demands **(Greenbelt, 2002)**[4]. Work life balance is "the degree to which an person's efficiency and happiness in work and family characters are well-matched with the individual's life primacies **(Allen, 2001)**[5].**(Grzywacz and Carlson, 2007)**[6] "achievement of job linked ambitions that are exchanged and pooled between an individual and his or her job linked partners in the work and family provinces is known as Work–family balance (WFB)".
(Deery, 2008)[7]Defined the concept of WLB is a complex task, as it can be viewed from the meaning of work, life and balance.

WLB for any individual is existence of the "precise" grouping of contribution in remunerated effort (demarcated by times and employing circumstances) and other facets of living. This grouping will alter as individuals travel through lifespan and getvaryingtasks and obligations in their job and private life **(Frone, Russell, & Cooper, 1992)**[8]. From these descriptions it can be understood that any disparity that is shaped either generates additional burden or psychological connection or fulfillment towards one part as associated to other part. The origin of the research on WLB could be realized from the influential effort of **(Rapport and Rapport, 1969)**[9], the research emphasize that both job and family members, demands time and energy. Work is a significant foundation of revenue, monetary consistency and position where two partners come, join hands together, earn, support and raise their children together. As office task and family has no direct association with each other so conflicts is predictable to raise.

(Dundas, 2008)[10]argued that work-life balance is about successfully handling the juggling performance between paid work and all other doings that are crucial to individuals such as family, communal events, volunteer work, personal progress and relaxation and regeneration.

Work life imbalance and Conflicts
Balancing employee work life issue[11] is not just a matter of having a cup of tea. The imbalanced work life is allied with various negative impacts which could hamper the employee performance adversely. However, it assumed that the statistics of employed individuals who stated to understand WLB, globally, is reducing through the years. This is manifested through a study lead by the (CEB) Corporate Executive Board (2009)[12], on 50,000 global workers, exposed that in 2009 only 30 percent of the global workers stated to have upright WLB, when linked to 53 percent in 2006[13]. Also, the data of Australian Bureau stated that, among the year 1979 and 2009, the statistics of personnel who functioned 50 hours or additional per week have increased from 14 to 15 per cent (Pike, 2012), and enlarged work hours certainly has become a chief input to work-life imbalance[14]. Consequently, without hesitation employee work-life balance has been worsening and it is affecting their lifespan as a whole. Imbalanced Work-life has been found to have numerous undesirable penalties. One of them is that, it has been initiated to affect the employees' family bond; to the degree that it might root to work-family conflict[15].

"A form of job conflict categorized by the incongruence amongst tasks of the family and office which are reciprocally incompatible is known as WFC". **(Greenhaus and Beutell, 1985)** [16]

WFC has been demarcated as a type of role conflict wherever certain errands of the work and family expanses are not well-matched and have a bad impact on the work of an employee. Its theoretical background is a rarity of the hypothesis which describes these individuals in some, a limited quantity of energy. These roles are usually strongly drained and cause stress or inter-role conflict. The results of the previous research indicate that the conflict work family is related to a number of negative consequences and attitudes of work as the decline in the overall satisfaction at work and greater propensity to leave a position. **(R. Balaji, 2014)**[17]If the employed person's personal relationship is hampered, it affects their attentiveness at work and paralleldisturbhis performance. Also, **Major, Klein, and Ehrhart (2002)**[18]originated that extended working hours leading to work-life imbalance was pointedly connected to downheartedness and tension related glitches. This outcome is reinforced by the research of **(Kinman and Jones ,2003)**[19]which presented that extensive job hours has an consequence on employees

psychological wellbeing emphasized on nervousness downheartedness and physical wellbeing emphasized on coronary heart disease. Both of these issues are associated with job strain in many professions. Thus, work-life balance is very imperative for all employed individuals and imbalance shall undesirably disturb their well-being and this wouldn't be worthy for their jobs.

Presently, there are numerous studies[20] that have been completed observing the dispute of WLB. Some of these researches inspects reasons that lead to the uptake of work-life programs executed by administrations, while some deliberated on the factors distressing work-life balance[21].Furthermostprominently, all these studies engrossed on causes that might progress the work-life balance of today's workforce[22].All of the studies agreed that there are many factors that might influence work life balance. Furthermore research needs to be conducted for discovering supplementary factors that might contribute to enhance work-life balance.

Scholars express the incompatibility between the world of work and the field of the family as the work-family conflict. Battle amongst these areas happens when there is more interference of one role to another or vice versa. Nowadays, work interferes with family i.e. work-family conflict is more prevalent than the family interferes with work i.e. work-family conflict. Yet, regardless of the way of the connectedness, when a domain is conflicting with another field, the outcome is the conflict and the growth in the stress on the individual. The theory of attribution members says that there are explanations both internal and external to the work and the family work conflict.

(Sudha & Karthikeyan, 2014)[23]Many theoretical models were then published detailing the stressors that cause conflicts among work and family domain **(Bedeian, Bruke & Moffet, 1988)**[24]. **(Kelly & Voydanoff, 1985)**[25] offered a general integrative framework of work family interface. Factors which were taken into considerations were social support, time commitment, overload (both at work and at family) as antecedents, and work family conflict and family work conflicts and core variables, and distress, dissatisfaction and performance as outcomes. This mismatch between the two set of roles that is work role responsibility and family role responsibility leads to work–life imbalance **(Greenhaus et al., 2003)**[26].

Job Stress & Imbalanced Work Life
There is now a substantial body of research suggesting that chronic job stressors influence families when they cause feelings of overload or conflict between the roles of worker and family member. **Hughes, Galinsky, & Morris (1992)**[27] found that the association between chronic stressors at work and marital tension was mediated by the worker's perception that work and family life interfered with each other.

MacDermid and Williams (1997)[28] reported similar findings in a study of female bank workers. Those who reported poor supervision at work also described greater difficulty managing work and family demands, which was linked to mothers' reports of increased child behavior problems via its association with less nurturing parenting. In the model that underlies most chronic-stress transfer research, the predictor of family outcomes tends not to be an objective job characteristic (e.g., a job stressor), but rather internal distress in response to experiences in work and family roles. For example, feelings of job stress have been related to self-report of distress, such as depression, which have in turn been linked to poorer marital relations **(Barling & MacEwen, 1992)**[29].

In some studies, a spouse's feelings of depression or overload have been greater when a husband **(Crouter et al., 1999)**[30] or a wife reported more pressure or overloads at work. Other studies, how-ever, have failed to detect cross-over effects from wives' job pressures and overloads to their husbands' well-being or marital adjustment **(Sears & Galambos, 1992)**[31].

Women Employees and Work Life Conflict

Vijay Mani (2013)[32] in his study found out that character conflict, nonexistence of appreciation, administrative politics, gender discrimination, parental care issues, quality of wellbeing, difficulties in time management and dearth of proper social backing are the key reasons inducing the work life balance of female professionals in India.

By fulfilling their economic needs, employment has no doubt made women independent with an identifiable social status but it has also made them to juggle into two main domains of life- work and family. They have stepped into work place but the role responsibilities of women still remain the same, i.e., women may be a top executive, still the "nurturing" or "care giving" roles are considered much a part of feminine roles**(SunitaMalhotra&Sapna Sachdeva, 2005)**[33].

Work Life Programs Encompasses
Industries can device several work-life balance creativities that might help personnel to improved equilibrium office& personal tasks, gain perfections in well-being and offer organizational welfares. There is a huge diversity of family friendly strategies such as flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, on-site crèche facility**,** telecommuting **(Hartel, 2007)**[34]. Adding to it, employers can also offer welfares related to employee health& well-being such as insurance for employee & his dependents, and admission to programs to encourage fitness of physical and mental health. Even other practices may support for education of children, their participation in volunteer work or facilitate phased retirement **(Ioan Lazar &Codruta Osoian, 2010)**[35].

Business Information Review publication, projected "a procedure in which individuals pursue to alter things in accord with changes in their own urgencies, physical, psychological or both which can be activated in their turn by factors such as age, changes in employed circumstances; the demands of innovative skill and deprived management is the pursuit for work-life equilibrium."

Below are some ways by which the Work Life Programs[36] could be initiated
1. Access to 30 minutes Workout which shall reduce danger of falling ill and being absent from work, which could eventually diminish from your business's productivity.
2. Provide onsite crèche facility that hires a loyal personal and takes the hindrances out of other babysitting and daycare amenities.
3. Occasional Company Outing for improvement in employee self-esteem and aid workforces get to know each other in a non-stressful ability.
4. Putting Spotlight on seniors to reduce the generational gaps which push older employees towards retirement unnaturally or prematurely. Trailing senior staffs also means missing out on extremely capable, prepared, devoted employees with knowledge, who also represent a noteworthy share. Provide good health coverage for all employees.
5. Flexible hours – The flawless accompaniment to working distantly is also offering flexible scheduling.
6. Adopting flexible employment models Retain employees as part-time or contractors, or using phased retirement.
    - Approving flexible engagement models permits you to hold on to treasured business vision and skills that will improve your crew's worth. Moreover, elder personnel can lead training for less skilled workers, providing tested facts and shifting knowledge.
    - Phased superannuation model permits employees to work part-time though also drawing out a share of the retirement revenue, extending out their pays and welfares extra.
7. Encourage employee training, workshops, and education.
8. Maintain Structural Consistency which will make a lees feeling of anxiety if they are aware what to expect day-to-day as often as probable.
9. Offer Public Engagement Opportunities to reduce the gap between work and non-work time as a motivation to get involved in significant communal reasons.
10. Create a Designated "Quiet Space" to have a space for worker to go when he just require to step away for an instant. He can take a mental break when he need. that space could be organized and free of industry constituents. In its place, fill it with succulent plants and flowers with comfortable seating, with light reading material, and some soft music. This Quiet Space can be termed as "Zen Room". The term Zen is derived from the Japanese pronunciation of the Middle Chinese word (Chan) which traces its roots to the

Indian practice of Dhyanai.e.meditation[37]. Zen emphasizes rigorous self-control, meditation-practice, insight into Buddha-nature[38], and the personal expression of this insight in daily life, especially for the benefit of others[39].

11. Engage in Team-Building Exercises so that at some point of time if an employee is feeling stressed out or overwhelmed and they feels like they should have someone to go, they can depend on each other for support.

12. Encourage Vacations to employees for their own benefit and implement a "use it or lose it" vacation policy, in which employee allotted holiday time get perished at the culmination of the year if left idle.

13. Encourage Short Breaks throughout the Day which shall make an employee improved at his job since they are more attentive, less strained and added fruitful in the long-term.

14. Unpaid Time Off for Life Proceedings by being considerate about employee urgency about family needs and his desires to better himself.

15. Ask Employees for Guidance when you get a feeling that your staffs are fraught with WLB, enquire them what variations around the workplace might benefit. One could be astonished what you receive and work together on some mutually beneficial strategies together as a result.

16. Be a Good Model for Balance. Be unquestionable to respect the balance and confidentiality of employee and evade communicating him or her after usual work hours unless it is an absolute emergency. If the superior is responding to emails on vacations, it sends a message to the subordinate that they are expected to do so as well.

17. Let employees Work from Home or telecommute where they can move to their supreme place, travel, and devote more time with their families[40].(S. R. Kshirsagar, 2018)[41]studied hypothetical, execution of Work from home Concept through digitalization leading balanced Home & Work Life for Women working in service industry of Aurangabad Region. For this first Job Analysis was done and then the job which can be digitalized more, those job were selected for study form the service sector mainly from Academics and Banking. One Job From each sector was taken for analysis. Academics the Job Analysis of an Assistant Professor was done. And from Banking the job selected was Backend Executive. After that Job Description i.e. the task involved and its Means or process was studied, then whether that task can be digitized or not was checked. It was interpreted that if the task can be digitized up to maximum up to maximum extent, then the work from home concept can be executed at actual.

Research Methodology

The researcher reviewed the innumerable issues of women employees' work-life balance practices in a global scenario by various authors**.** The study is based on secondary data. The data was collected from the sources like books, articles, research papers, websites published and bank manuals.

Data collection

At the outset articles on Work Life Constructs &Definitions were targeted followed by review of issues on Women Work life imbalance and Conflicts. Literature on impact of job stress on work life balance was studied to analyze the factors responsible for Work Life Balance. Finally, Published data on Work Life Program initiated was reviewed with a view to propose some actions to progress which can give new scopes to the administration in terms of work life reduced absenteeism, increased productivity, job satisfaction and a balanced Work-Family among the women employees.

Findings& Conclusion

Work-life balance (WLB) today is an important and inevitable or non-separable area of human resource management receiving attention from all the stake holders in the organization globally. Work life balance is such a crucial component which has a great influence to affect important workplace issues such as employee turnover ratio, stress, Quality of Work Life, job satisfaction and productivity of the employees. The burdens of the work and imbalanced personal life can lead to chronic stress. As per the literature review, it has been interpreted that such state affects person's wellbeing both physiologically and psychologically. Organizations should identify the

welfare need of the Working Women. So that women employees shall be able to balance their dual role. It is evident that the employees who have better work-life balance have a feeling of belongingness & Loyalty by way of contributing more towards the success of the organization.

Based on the review the study further explored findings, subjected to locations, sectors or professions that the Working women are having major issues of long working hours, work overload, over time, working over the weekend ,job work at home, less or no vacation, lack of flexible working time. Also the Working women are running a marathon in completing family expectations &responsibilities and office expectations.

Work Life Programs if initiated as per the mutual benefit & convenience of Employee-Employer shall give new scopes to the administration in terms of work life reduced absenteeism, increased productivity, job satisfaction and a balanced Work-Family among the women employees.

Suggestions
1. The employees should be provided with the benefit programs and social security measures for families of the employees like insurance and good health coverage for all employees , onsite childcare facility etc.
2. Company should organize occasional Outing for boosting employee determination and aid workers get to know each other.
3. Organization should adopt flexible employment models by Retaining employees as part-time or contractors or using phased retirement.
4. Also the Job sharing , Shift working, Compressed hours , Flexible hours scheduling or work from home facility should be adopted.
5. Create a quite space like Zen room where Staffs can take a mental pause when they need.

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