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WORK -LIFE BALANCE: A REVIEW OF LITERATURE



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ABSTRACT

Due to high and tough competition, hectic schedule, complex job profiles, performance oriented promotions and pays, the employees of various organizations are facing various issues in their work-life balance. The opposite demands of work and personal life cause conflict and it directly hampers employees well being. An employee who has to play many roles in his /her routine life like father, mother, son, daughter, husband, wife, sister, brother, manager, supervisor, worker etc and these roles impose the very high level of demand that require the dedication, energy and most importantly the time. It shows that it is a matter of setting the priorities for

work and life. However, in the today's era balancing the work and life is the major issue among the employees of both sectors i.e. service and manufacturing. Work-life balance term refers to managing and meeting the demands of both important sides of life, which includes day to day work and personal life. Gone are the days when the work- life balance was given the least importance but,



nowadays with changing employee awareness, employees are demanding the challenging job at the workplace with joy and autonomy. An employee with balanced work and life may contribute more towards organizational success. Furthermore, organizations need to take extra efforts to balance work and life of their employees and also employees need to adopt work- life balancing strategies to overcome the issues pertaining to the same. This would be beneficial for both the parties. This paper focuses on, understanding the basic concept of work- life balance and study of different dimensions of work- life balance with the help of extensive review of the literature. The purpose of this paper is also to understand different empirical research studies which have been carried out in the diversified areas,

based on some qualitative research articles. This paper also concentrates on significance and scope of work life balance.

KEYWORDS : Work life balance, Employees, Organization .

INTRODUCTION :

The 'long working hour culture' and 'changing lifestyle' are the two important facts that are now dominating the highly or semi-skilled professionals in both sectors i.e. manufacturing and service sector. Few years ago, it was widely expected that fresh technology would cut down the working hours and may bring relief and free time. But changing technology left the employee with very little free time from work. Moreover, this has created the very unpleasant impact on employees and organization. Normally, employees believe in hard- working and on the other hand, they like to pursue hobbies, travel, socialize, spending time with family etc. But, when employees do not get time for said activities, they would face frustration and there might be the sadness. This work- life imbalance may cause many issues among employees like high-stress level, increased absenteeism, low productivity and lack of concentration at work etc. Despite that, poor work- life balance of employees would directly affect the overall organizational performance and productivity.

Therefore, implementing proper work-life balancing activities in an organization is the only solution to reduce issues pertaining to work- life balance of employees. Nowadays, world's large-scale organizations are aware of significance of work- life balance and these organizations are implementing work- life balance practices like flexible work hours, childcare services, rest breaks, rewarding environment, initiatives for women, access to the best facilities, fun at work, health care, family programs at workplace, breastfeeding other benefits etc. Implementing and monitoring well-organized work life balancing practices would be beneficial for employees as well as for organizations. Following are some important benefits of work- life balance practices:

- It will reduce the absenteeism among employees.
- It will reduce the employee turnover.
- It will improve morale and commitment of employees.
- It will improve overall productivity.
- It will give good results like better teamwork, improved interpersonal relationship, improved interdepartmental and intradepartmental communication etc
- It is helpful in reducing training cost and recruitment cost.
- It will improve employee satisfaction and motivation among employees.
- It will help in reducing stress among employees due to various demands.

The above benefits show that how the work- life balance of employees is important. Hence, it is essential for organizations to maintain proper work –life balance among employees. From the above discussion, it is clear that those employees who have healthier work- life balance can contribute more towards the accomplishment of organizational objectives and goals. Hence, work- life balance is a vital area of today's HRM which is getting ever-increasing notice from the top level management people, employees at middle and lower management, strategy and policy makers etc. The present paper focuses on different empirical research studies carried out in the work -life balance area.

OBJECTIVES:

- To know the basic concept of work- life balance and to study different dimensions of work- life balance with the help of review of the literature.
- To study major research work carried out in Work- life balance area.
- To study the benefits of work life balance.

RESEARCH METHODOLOGY:

- The study is totally based on secondary data and literature review methodology.
- Secondary data has been collected from various, websites, research articles, newspapers, journals etc.
- The original research works carried out by different researchers in work- life balance have been reviewed thoroughly for concluding the significance of work life balance.

SCOPE OF THE STUDY:

- The study focuses on various researches which have been carried by different researchers in the field of work life balance.
- The study would give insights on the importance of work- life balance as far as employees and employers are concern.
- The study would cover scope of work- life balance in diversified areas.

SIGNIFICANCE OF THE STUDY:

- The research work may be useful to HR professionals those who are seeking the solution for work- life balance for their employees.
- The study may be useful to know the importance of work- life balance in existing competitive scenario.
- The review of literature will help us to understand different dimensions of work life balance.
- This study would be helpful for researchers to know different researches carried out in this area.

LIMITATIONS:

- The research methodology is too theoretical and descriptive in the nature.
- This study mainly focuses on learners' experiences about work- life balance concept.
- The conclusion of this study is only based on selected research papers.
- Research is limited to selected research articles, journals, websites etc

LITERATURE REVIEW:

G.Delina and R. Prabhakara Raya (2013) have examined the work-life balance in working women. The basic purpose of the study was to understand, present and discuss the problems of specifically married women as far as their work- life balance is a concern. The objectives of the study were focused on factors affecting on married working women's work- life balance like hours worked, work involvement, family responsibilities etc and also basic problems faced by married women. Authors took healthcare sector, academics and IT sector for their well-defined research work. It has been observed that it was very difficult for working married women to balance their work and personal lives irrespective of their spouse's profession, their own profession and number of children. The authors specifically reported that IT sector women were having more problems in work- life balance followed by academic and health care sector.

Rajashree Gujarathi and Milind A. Peshave (2014) have studied the analysis of work-life balance situation of employees and its impact on employee productivity. They took Indian hotel industry for their research work. The main aim of the study was to analyze the impact of work- life balance on productivity. Also, research was focused on exact work life situation of employees and different aspects pertaining to work- life balance of hotel employees. The authors found that there was a poor work- life balance among the hotel industry employees. It has been observed that due long working hours and shortage of manpower work- life balance was badly affected. Furthermore, scheduling conflict and unclear roles were the major reasons behind the poor work- life balance among the employees of hotel industry.

S. Sujatha Gopinath and K. Santhana Lakshmi (2013) have carried out research on work- life balance of women employees and their focus area was the teaching faculty. The major investigation area was to examine the basic impact of work- life balance on women's performance and the determination of the factors affecting on work- life balance. The study reveals that average work- life balance of women employees was around 73% and also authors have stated that poor work- life balance will defiantly affect the women in both ways i.e psychologically and physiologically. Perhaps, this might be the reason for poor performance. Moreover, authors concluded that employers should go for proper wok -life balance practices.

M.M. Bagali and Sahana Maiya (2014) have investigated work-life balance among working mothers. They took samples from private and public sector companies for their study. The research work was aimed at to examine the factors influencing on work- life balance of working mothers and to examine demographic profiles in relation to work-life balance. Findings of the study reveal that employees belong to age group of 25-30 were happy with their immediate management. However; it has been observed that employees were not getting benefits of workshops. Besides that, authors stated that employees were not getting time for their skill improvement and lastly; they have concluded that different age groups were having different issues pertaining to work life balance.

Mrs. Suma S. R, K. S. Chandrasekar, Mrs. Renjini S. Nair and Mrs. Anu S. R (2013) have investigated work - life balance among the executives in IT industry. Authors emphasized on different attributes of work –life balance like factors impacting on work-life balance, stress, demographics etc. The study reveals that work demand has a negative impact on work- life balance and to sum up authors have concluded that a proper work- life balance will provide work satisfaction which will be helpful for organizations to achieve their desired objectives. Finally, authors have suggested that HR team should take an initiative to implement strong work- life balance practices with co-operation of employees. And it is expected that employees should adopt proper practices to improve their work- life balance like meditation, yoga, training etc. Moreover, the authors also suggested that leaders should focus on wok life balance of employees by formulating, implementing and reviewing the plans and policies.

Ashwini. S and M. Kumaraswamy (2014) have investigated the work- life balance of employees specifically in public sectors banks in Karnataka. The study aimed at analysis of major factors which are directly affecting on work- life balance of bank employees and to understand negative effects of poor work- life balance due improper work life balance. Besides that, the study focuses on challenges in the work- life balance of employees. This was an empirical research based on different parameters and the study revealed some major findings and also, authors gave some valuable suggestions. The important finding was 50% employees have disagreed that, they are able to manage their work- life balance. Finally, authors have concluded that there are some benefits of work- life balance in the existing scenario if we have a positive side. In addition, they have mentioned that proper work- life balance practices will be beneficial for an individual, company, and society too.

Manisha Purohit (2013) has examined a work- life balance in various industrial sectors in Pune based on the comparative study. The study investigated the perception of various companies with respect to work- life balance and traced basically sector wise initiatives for work-life balance. The author also investigated most importantly the gender wise issues pertaining to work- life balance. The author stated that the proper implementation of work- life balance would be beneficial for both the parties i.e. employees and organizations. Besides that, the author specifically mentioned that employees those who are able to balance their work and life demands they are satisfied.

K.Anitha and Uma Maheswari (2104) have taken a very brief review of conceptual framework of Work- life balance and also they took a review of literature thoroughly. After analyzing the various literatures in this area and after understanding the basic conceptual framework of work- life balance concept, authors gave a conclusion. They stated that, nowadays, the work- life balance has got the attention of various research scholars, employees and organizations. In addition, authors emphasized the positive impact of work- life balance on individuals and organization in terms of reduced absenteeism, low stress, job satisfaction and low employee turnover. Moreover, the research highlights the importance of female employees as for as their work- life balance is a concern.

Sugandha (2014) studied the work- life balance of employees specifically from insurance and banking sector. The researcher has conducted major research on employees from selected banks and selected insurance companies in the region of Delhi, Chandigarh and Haryana. The research attempts to find out, difference between work- life balance among employees by considering their age, gender, location, sector company (public and private) and sector of the company (banking and insurance). Author has tested several hypothesis related to study and discussed the important facts and findings. The research revealed that there is a significant difference on the basis of age, sector and type of organization. And finally, it found that there is no significant difference on the basis of location. The author concluded the paper with final words, stating that, work- life balance is not a structure but indeed it is a process and also author highlighted some significant work- life balance practices.

Mohammad Rahim Uddin, Abdullah Mohammad Ahshanul, MamunNazamul Hoque, Mohammad Shahab Uddin (2013) have thoroughly examined the work- life balance between female teachers of private educational institutions in the Bangladesh. Researchers selected samples from both public and private management educational institutions. The research has been carried out by considering different parameters of work- life balance. The research revealed some important facts and findings of work balance of female teachers. Around 59 % respondents agreed that job has created problems in their family life and hence authors concluded that, there is no proper balance between jobs and personal lives of female teachers. Besides that, authors gave some meaning full suggestions to improve existing work- life balance of female teachers.

CONCLUSION:

It is concluded that author has reviewed ten qualitative research articles from diversified areas of work- life balance. The literature review revealed that the researchers have conducted their studies in different areas like the banking industry, hotel industry, insurance industry, IT industry, educational departments etc. Besides that, the target population was working women, working mothers, executives, female teachers etc. It found that work- life balance is a process through which employees and organization would get the benefit. A happy employee with properly balanced work and life can concentrate more on daily work and can give more efficiency and productivity. This will lead to improved productivity and profitability of an organization .Hence, organizations need to adopt the proper work- life balance practices and these practices must be monitored.

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