

WORK LIFE BALANCE (WLB) AMONG WOMEN EMPLOYEES AND JOB SATISFACTIO”: A REVIEW OF LITERATURE

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Abstract: *Employees play critical role in determining the efficiency, effectiveness and sustainability of any organization. It is necessary to understand what motivates them and to what extent they are satisfied by the organization and other contextual variables. The employee, who is able to maintain balance between personal and professional life and possessing a high degree of job satisfaction, can contribute more to the success of the organization. The aim of this research is to provide a context for work life balance, explore work life balance issues and its contribution the job satisfaction of women employees.*

Keywords: *Work-life balance, job satisfaction, women employees.*

1. INTRODUCTION:

A country may be equipped with abundant natural and physical resources and the necessary capital and advanced technology but unless there are competent and capable people who can make use of the given resources for the production of goods and provisions of services, it cannot make rapid strides towards economic and social advancements. This implies that human resource play a vital role in utilization of other available resources. No other resource can be efficiently utilized without active involvement of human resource. The growth of an organization depends largely upon the quality of human resource it possesses. Human resource of an organization determines its strength and weakness. Also, the difference in the levels of economic development of the countries is a reflection of the quality of their human resources and their involvement in nation building. The attitudes, values, education level, skills and caliber of the people of a nation define its economic development. Human resource gives value to the physical resources and energy to the economy.

2. WOMEN WORKFORCE:

The role of women is changing. Women are participating at different levels of organization. According to the information provided by *Registrar General of India*, the work participation rate for women was 25.68 per cent in 2001. This is an improvement from 22.73 per cent in 1991 and 19.67 per cent in 1981. The work participation rate continues to be substantially less for females than for males. Since independence in 1947, the percentage of women in the Indian workforce has been on a steady increase (Datt & Sundharam, 1999).

Women workers constituted 19 per cent of the total organized sector employment in the Country, as on 31st March, 2004, there were about 49.34 lacks women workers employed in the organized sector (Public and Private Sector). <http://industrialrelations.naukrihub.com/womenemployment.html>

The 1991 census shows that the number of male main workers increased 23 per cent since the 1981 census while the number of female main workers increased 40 per cent. However, women still accounted for only 23 percent (64.3 million) of the total.

According to the nation wide sample survey on Employment & Unemployment undertaken by the National Sample Survey Organization (NSSO) in India during 1999-2000, female workforce is estimated at 124 millions. This constitutes about 31 percent of total workforce of which more than 88 per cent belongs to rural workers. The female workforce participation rates are 29.5 for rural areas and 12.4 for urban locations.

3. WORK-LIFE BALANCE:

In India, the issue of work life balance is gradually becoming a common concern for human resource managers. Work life balance is a state of equilibrium between personal and professional life. “Work life balance involves Balancing the career demands with personal and family needs.”(CB Gupta). Work life balance is defined as a degree to which a person is engaged in and satisfied with, in equal measure, his or her work and non-work roles (Greenhaus & Powell 2003).

An individual plays different roles in his/her life. These roles when overlap each other give rise to a number of problems. The personal life and work life of an individual interact and usually overlap. Employer should not ignore the fact that the positive commitment of an employee can make a difference in the performance of the organization in which he/she has been working. This implies that employer should keep this in mind while framing the policies. The expression WLB was first used in the late 1970s to describe the balance between an Individual's work and personal life. Work-life balance is a broad concept including proper Prioritizing between career and ambition on one hand, compared with pleasure, leisure, Family and spiritual development on the other (Shri Jyothi, P, 2011)

4. WORK LIFE BALANCE, WOMEN EMPLOYEES & JOB SATISFACTION:

Women work force now constitutes a significant percentage of the total work force in any Organization today and their share is likely to increase in future. With major changes in the nature of work and work arrangements, including the increasing numbers of women participating in the paid work force, changes in women's career expectations, changes in family formation, the relationship between families and work has come under considerable scrutiny. The pressure of career and family hit women at the mid-level especially hard. Mid-level career women face more challenges when balancing work and life, leading to more difficulty in career growth. The difficulty stems from the fact that there is a double push on these career women as they are forced to compete between two competing ideals: of mother and devoted. For many female, the work life balance is one of life's greatest challenges.

5. OBJECTIVE OF THE STUDY:

To Study the relation between Work life balance and Job satisfaction

6. RESEARCH METHODOLOGY:

Research Design

The qualitative research design is adopted for this research.

Collection of Data : Data is collected from secondary sources including books, journals, web- pages, survey reports, etc.

7. REVIEW OF LITERATURE:

Lewis, S (2000), the concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is "conceptualized as a two way process involving a consideration of the needs of employees as well as those of employers". In order to engage employers in this process, it is important to demonstrate the benefits that can be derived from employment policies and practices that support work-life balance, and the scope that exists for mitigating their negative effects on the management of the business.

Burke, R.J (2002), observes that both women and men prefer working in organisations that support work-life balance. Men appeared to benefit more than women stress that work and family are both equally important and both are the sources of their satisfaction. When work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. The author suggests that the lesser stress the intention to quit will be lower in the organization.

Parasuraman, S and Greenhaus, J.H (2002), suggest that the consequences of work-family conflict have been investigated widely, finding high levels of conflict producing dissatisfaction and distress within both the work and family domains. However, the mutually enriching effects that work and family can have upon each other have been rarely considered. They also suggest that there has been an over-emphasis on the impact of environmental and situational factors on WLB, at the expense of investigating individual differences, such as personality constructs

Stephen P.Robbins, (2003), Employees are increasingly recognizing that work is squeezing out personal lives and they are not happy about it. Studies revealed that employees want jobs that give them flexibility in their work schedules so that they can manage work-life conflicts better. Organizations that don't help their people achieve work-life balance will find it increasingly hard to attract and retain the most capable and motivated employees. Research on work/life conflicts has provided new insights for managers into what works and when. Time pressures are not primary problem underlying in work/life conflicts. It is the psychological interference of work into family domain and vice versa. People are worrying about personal problems at work and thinking about work problems at home. This suggest that organizations should spend less effort helping employees with time management issues and more effort at helping them clearly segment their lives.

Ujvala, and Swati Smita, (2004), have given report on Census survey of India of 2001 indicates that there are 935 women for every 1000 men in the country, making the female population about 48 % of the total population. The working population constitutes about 36% of the total population and women constitute about 32% of the working population.

Lingard, H and Lin, J (2004), have studied 109 females and showed that women in the construction sector valued work-life balance policies because of the transparency and support and felt that more commitment to such employers. They found that participants did not perceive construction careers as compatible with family life and felt forced to choose between work and family. Organizational commitment to work life balance was found to be a determinant of employee turnover, motivation and productivity for females

Joanna Hughes, and Nikos Bozionelos, (2005), concluded a study on “Work-life balance as source of job dissatisfaction and withdrawal attitudes” The purpose of this article is to explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance. It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work-life balance and withdrawal behaviours, including turnover and non-genuine sick absence. The study has value at both scholarly and practice level. At scholarly level, the research investigates an important contemporary issue within a neglected group: male workers in a low profile male dominated occupation. At practice level, the findings suggest that work life imbalance incurs tangible costs to organizations hence, organisations need to establish human resource systems.

Imada, S., and Ikeda, S (2006), have observed that the majority of young women quit their jobs during pregnancy. Therefore, supporting job continuity during pregnancy is important. In addition, the childcare-leave system had no effects on female employee retention. Help from family and relatives and childcare center use are necessary.

Meghnavirick, et.al, (2007), have examined how increased work overload of layoff survivors relates to their work-life balance and job and life satisfaction. The study has examined work-life balance as a mediating mechanism through which role overload exerts its influence on job and life satisfaction and it is found that layoff survivors experience higher levels of workload which impact overall role overload that negatively affects work-life balance. The study concluded that high workloads experienced by layoff survivors contribute to reduced job and life satisfaction through work-life balance as a mediating mechanism.

Gunavathy and Suganya, (2007), have researched among married women employees of BPO companies and traced the causes, consequences of work life imbalance and interventions for work life balance. The causes for work life imbalance were classified as organizational and personal factors. The organizational factors included work-related factors, time-related factors and relationship-related factors. The personal factors included lack of family support, marital conflicts and frequent change in sleeping patterns. According to the study, the three main consequences of work-life imbalance were stress and burnout, ill-health and poor work performance. The respondents also experienced guilt of not being able to spend time with family, anxiety about poor performance, displacement of negative emotions on family members and on co-workers.

Kiran Bedi (2008), say that women as a new class of leaders can play a very transformative role in the society. There is a transformation in the way the educated and the professional women of today are bridging up and supporting their families, as they are now equal bread earners and also work out of home like the men. They are now at par with the men in professional skills and even financial returns.

G. Jagadeesan (2008), suggest that today, globalization offers great opportunities to women in all levels of industry and at the same time they also face several challenges in their work life. The working women have to contend with and overcome the social and mental barriers such as lack of proper education, lack of exposure to global business, social stigma and psychological inhibition.

Rajesh et.al (2008), have analyzed that the dissatisfaction with working life is a problem, which affects almost all workers at one time or another, regardless of position or status. The frustration, boredom and anger common to employees, disenchanted with their work life, can be costly to both individual and organization.

Hema Subramaniam (2008), states that logically, “work-life balance” will remain a mere concept (useful for debates and workshops) unless there is a collective change in corporate India. There has to be serious management buy-in and it has to be a wave that should ripple across all levels, and all domains. Managers should be made accountable every time they request an employee to stay back. Clients should be embarrassed to consistently demand service at crazy hours. Employees should be less passive and question the need to work extra hours except in a crisis. Employers

should create a culture across the company that puts all this in place and then shout from their rooftops if they have achieved this.

Kathleen P, Myra D (2008), explains that the rise of women in the workforce has shown significant improvements for women, families and even poverty levels and yet, most feel there is still a long way to go. Women all over the globe have been dealing with the same imbalance issues and they have been trying to understand how to “have it all” –both the successful family and home and the successful career.

Margaret Deery, (2008), has analyzed retention of good employees and the role that work- life balance (WLB) issues have in an employee’s decision to stay or leave an organization. The study also includes the need for minimum working hours, good role models at the workplace, flexible working hours and arrangements, sound recruitment and training opportunities and company family friendly work policies. The recommendations are made to assist organizations to retain their talented staff and not only to retain them but to provide a more holistic experience that includes a balance between their work environment and their home life.

T. Alexandra Beaugard, et.al, (2009), deal with the making of the link between work-life balance and organizational performance. It provides the evidence for the claim regarding recruitment, but there is insufficient evidence to support the notion that work-life practices enhance performance by means of reduced work-life conflict. The impact of these processes may, however, be moderated by a number of factors, including national context, job level, and managerial support. The importance of further research into the effects of these practices has been discussed. The work life conflict literature has amassed a comprehensive account of antecedents, outcomes, mediators, and moderators so that the phenomenon can be better understood and coped with. Now it is time to do the same for the work practices designed to resolve that conflict between work and home.

Anil Verma, et.al, (2009), have observed that despite Korea's economic prosperity in recent years, the conditions for Korean workers do not reflect such a success story. There are five significant issues impeding the achievement of positive conditions for Korean workers. The first is long work hours. Korean employees work, on average, significantly longer hours compared to other OECD countries. The second is the growth of non-regular workers. The third is high occupational accident rates. The fourth is a very low birth rate. The final issue for Korean workers is the lack of women in the labor force. The female employment rate in Korea is lower than the OECD average, partly due to a Korean culture that supports the notion that women will discontinue employment once they have children and also due to a lack of family-friendly work policies. The authors highlight the gap between the economic success of Korea and the quality of work and life for workers. The nature of the workforce today is generally very different from the workforce of decades past. Finding a better balance between work and family for Korean workers is intricately linked to the country's development and productivity. There are three predominant initiatives towards which workers, employers, the government and non- governmental organizations need to tune their agendas. They argue that, working hours need to be reduced, non-regular employment needs to be better and more family-friendly policies are needed to promote the status of women both at home and at work.

Aryasri and Suman Babu, (2009), have analyzed the impact of flexi-time on employee retention as part of a work-life balance practice based on empirical evidences drawn from IT sector. The study shows that when the average flexi time score increases, the average employee retention score also increases proportionately. It also found the positive correlation and significant association between employee retention and flexi-time.

Karad CA - B.D, (2010), suggest that most of the IT sector employees are undergoing some or other kind of job stress due to extra organizational, organizational, group and individual problems and work life imbalance. Most of the IT employees are facing more than one symptoms of the stress at a time, and their multiple effects on their health and on their family and on their organization. The author also has suggested that the management should come forward and promote various activities for reducing stress level of their employees to perform well in the organization to retain them.

R. Indradevi (2010), explains about the work life balance and its impact among the women employees of a selected ITES company. Women conveyed that they are unable to balance their work and life and they don’t get sufficient time for personal development, family commitments and social commitments. They have also suggested the introduction and implementation of few work life balance policies that would help them work better. The findings may be utilized by organizational behavior and human resources practitioners who are interested in the well-being development of women employees. The WLB policies help the employees balance their work life and personal life.

Meera Sharma, and Raina R.L., (2011), have suggested that decreased job satisfaction and job commitment, work life imbalance absenteeism, turnover, reduced performance and financial losses to the system are the negative

outcomes of job stress. Job stress is affecting the cost for individual, organizations and society. Organizations at large are realizing the importance of retaining the potential workforce in an organization which is more possible when stress-free working conditions are developed at the work place.

Penny Walters, (2011), says that workplace stress is the biggest occupational health problem in the UK after Musculoskeletal disorders. Work related depression / anxiety is the highest cause of absence in the UK with 12.8 million days lost per year.

Noor, (2011), Work life balance is positively related with job satisfaction and organizational commitment and negatively related with intention to leave. Noor finds that Employees are happy to work in an organization that helps them to balance between the needs of personal and the needs of work life. Difficulty in balancing the work and personal life affect job satisfaction, organizational commitment and more this leads to turnover.

Sugandha, (2011), explains about the work-life balance of bank employees in both private sector and public sector banks in Chandigarh city. The research reveals that the young staffs are doing the work with fast and do the maximum work in minimum duration. According to them a promotion is the transfer of an employee to a job, which pay more money or one that carries good in the work. Effective and suitable provision shall be made in every factory for securing and maintaining in survey workroom. This also acts as a factor for the job satisfaction of employees. Trade union as an association of workers in a industry may be used by both positively and negatively. If the trade union is used positively everyone can be benefited by it. If it is used negatively there will be a less to the employee side.

Thriveni Kumari, (2012), impact of work-life-balance on women employee's absenteeism and turnover- an emerging paradigm in issues of HR practices concludes that there is an impact of work life balance of women employees on absenteeism and turnover in different sectors. Though there is difference in their professions based on the work and life balance the author says that the work environment might be different but their impact is same on the absenteeism and turnover. In order to reduce this different organisations are maintaining different organizational policies in order to overcome the problem

Deepa E, and Stella M,(2012), objective of this article is to find the level of job satisfaction, safety measures, retaining the employees, working conditions & work load and its reason for Employees Turnover in IT Industries. The employee turnover springs up as a vital issue in IT businesses. The researchers had taken 250 respondents as their sample size from universe and descriptive research design was adopted. This research study uses various methods to analyze the reasons and causes for employee turnover in IT businesses. Based on the analysis and interpretation, it is inferred that the IT Industry has to implement the retention plan by compensation policies, Changes in work requirements & improvement in working conditions.

Santhana Lakshmi K.S and Sujatha Gopinath S, (2013), indicated that modern organizations, especially educational institutions, should initiate a holistic approach for balancing the work life of women employees work life balance to achieve the effective performance. There are three components constitute this WLB. The first component has four factors with heavy loading, viz. marital status, working hours, requirement of flexibility, additional working hours and over time. The second component lists three factors, viz., and number of dependents, childcare and reason for overtime with heavy factor loading. The third component contains 3 factors with heavy loading, viz. number of dependents, support of the functional head and ability to discuss freely the work life balance issues with the functional head. While the number of dependents is inversely related to work life balance problem, [i.e., larger the dependents lesser is the balance and vice versa], the supportive functional head can always help to minimize the work life balance related consequences.

Bushra Arif and Yasir Aftab Farooqi,(2014) found in their study that the employees work and life balance affects employee's satisfaction and their commitment with the organization. Those university employees having balance in their work and life are more satisfied with their job. So it is proved that relationship exist in WLB, JS and OC. The correlation result shows that significant positive relationship exists between work life balance and job satisfaction of university teachers.

8. ANALYSIS:

Employment policies that support work life balance can be helpful in retaining talented employees for short and long term. It should be noted that the personal and work life of employees have impact on each other. Work and personal life are complementary to each other. An individual cannot sacrifice one to compensate other. Both men and women like to work in the organizations which consider work- life balance policies. An imbalanced work-life results in anxiety, stress and distraction from work which ultimately affects individual and organization negatively. Various surveys revealed that the retention rate of women employee among middle aged women is low. The main reason

behind this is lack of initiative on the part of organization to manage maternity period of women. Main causes of work-life imbalance can be categorized into organizational causes and individual causes. Organizational causes include change in job patterns, increasing demand of job (due to competition, technological change, attaining maximum output from the given resources, etc.), paying less attention to spiritual dimensions of work(working without knowing the meaning and purpose of work), time constraints, lack of team spirit. Individual causes include lack of support from family, paying more importance to social life (social media, late night parties, etc.) than personal and professional life, personal conflicts, health issues, time constraints. Flexible working hours, training for managing work and life, taking help from counselors may help in this scenario.

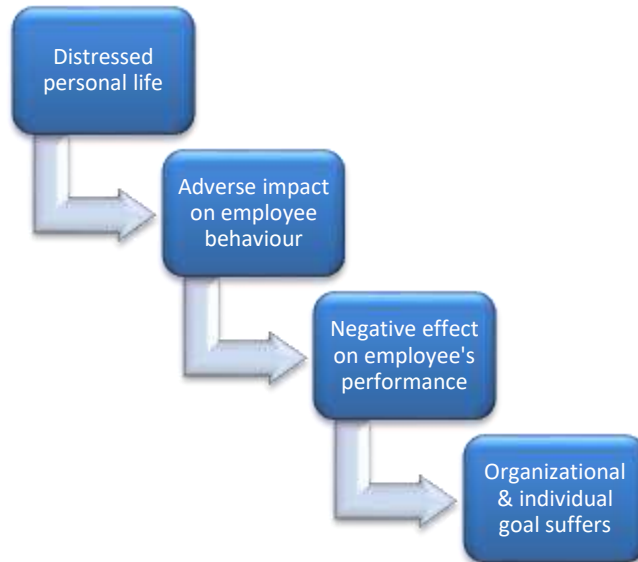


Figure 1 : Relation between personal & Work life

Figure 1 helps us to understand that how personal life can affect work of an individual. The problems in the personal life of employees adversely affects their behavior (lack of concentration, occupational accidents, absenteeism, low morale etc.) which in turn negatively affects employee's performance and may create obstacles in the path of achieving personal and organizational goals.

10. CONCLUSION:

It can be concluded that work-life balance is a concept of great importance. Through multiple studies it is found that work life balance and job satisfaction has positive correlation. But the concept of work-life balance has not attained suitable place in practical life. It is found more in books than in reality. Introducing and implementing work life balance related policies is still a challenge for Indian companies. More innovative and effective schemes are required to establish a balance between work and life especially for woman employees.

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