Chapter -IV
Review of Literature
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Introduction:

The literature study is meant to build a theoretical framework supporting the data gathering and results. For this chapter the literature which was published from year 2001 onwards is taken into consideration. The literature before 2001 is skipped by the researcher in view of validity of the data for today’s ever changing business environment.

This chapter will review the literature regarding the work life balance and the way these interact. This review will establish the key factors needed for framework within which the study will be conducted. The literature related to the topic of research is divided into 10 different sub points relevant to the main topic of research.

1. Women at workplace
2. Indian Service Sector
3. Service Sector and Women Employment
4. Work life balance in general
5. Work Life Balance and Women Employees
6. Impact of Work Life Imbalance
7. Benefits of WLB
8. Barriers or Challenges towards WLB
9. Strategies for WLB
10. Statutory Provisions for WLB

The following have been reviewed for writing this chapter:

1. Books
2. Periodicals
3. Newspapers like Sakal, Times Of India, Indian Express, The Hindu, DNA etc.
4. Bulletins
5. Online journals
Women at Workplace:

“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. A vast majority of women are working in agricultural or land based occupations. Apart from this, other activities of the primary sector that employ women are related to animal husbandry, natural resource management, and so on. Among activities of the secondary sector, women are predominantly involved in informal, home based activities. This work in most cases offers little or no social security, low wages coupled with poor working conditions.” Swaraj (2003)

“A 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” Ujvala, Swati Smita (2004)

“Whether your top concern is equal pay or flexible hours, childcare or elder care, training for a new job or respect for the one you do now, one thing is certain—working women face a challenge—what you feel invariably affects how you behave” K.Awathappa (2006)

“Even today, the majority of the managerial workforce in organizations consists of men. Given that the inclusion of more women in the workforce has been strongly promoted in recent times, we still have very few women in the middle and top tiers of management in organizations. In 1971 women occupied 38% of the total workforce in the United States. The percentage of women in middle and top managerial positions was insignificant.” Sujoya Basu (2006)
“With the rise in the number of working women and mothers the demographic foundation of the stay-at-home mother evaporated. In the last 50 years, the percentage of mothers staying at home dropped from 76% to 28%. With the rise in corporate bankruptcy the organizations side of the psychological contract – namely job security – also dissolved. In the face of these demographic shifts and organizational upheavals, we believe that women are rejecting the outdated “work is primary” careers mode and instead are acting as career self agents, using Flexible Work Arrangements as powerful tools in defining their terms of employment.”

Mary, Cynthia, Stacy Black (2007)

“Indian women are all set to overtake their male counterparts in the employment growth rate, says an industry report. As the Indian economy heads towards a double-digit growth, women have surpassed men in terms of employment growth rate with a 3.35 percent rise in employment between 1998 and 2004 as against a fall of about 8 percent in the case of men, according to a study by the Associated Chambers of Commerce and Industry (ASSOCHAM) - Women Employment Growth Rate and Gender Budgeting.”

IANS (2007)

“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.”

Kiran Bedi (2008)

“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.”

G. Jagadeesan (2008)
“Women have traditionally been associated with nurture, care giving and less aggressive roles. Only in the 18th and early 19th century, during the Industrial revolution, did women begin to compete with men for jobs. However they mostly opted for traditionally women centric jobs, which were less paid and less valued.”

(Sarena Kallian (2009))

“India has been experiencing a transition towards achieving gender parity. The influence of liberal feminism was to pressurize government for ensuring equal status to women at par with men. Liberal feminism tries to explain the women’s position in society in terms of unequal rights to participation in the world beyond the family and household.”

(K.C.Smitha (2009))

“Historically, India has been a male dominated society. Yet, in the past two decades or so, social change has opened the possibility for women to attain managerial roles in corporate India. As more Indian women enter the workforce, particularly in the corporate world, this change is in dramatic contrast to the traditional Indian culture, where a woman’s expected role has been to marry, raise the family and take care of the household.”

(Nancy (2009))

“As more women begin to take up jobs outside the home, there is an attitudinal change that is beginning to become noticeable. In the middle classes earlier, women’s jobs and incomes were views as supplementary to the man’s and therefore not given their due importance. In contemporary times women are frequently as professionally qualified as the men and the incomes they earn are equally substantial. Their working hours as well as the stress and strain of work is in now way less than the man’s. Therefore, inevitably, the equations between them are also changing along with the traditional roles they have played. No longer are men and women’s roles clearly defined vis-à-vis domestic work and childcare. With the inevitable change of social mores the relationships between men and women are also going to change and perhaps become a little less lopsided than they have so far been.”

(Sumita Parmar (2010))
“Economies across the world are finding it increasing difficult to ignore women, rather it has become next to imperative to treat them as crucial components of the global system”  13 Kartikeya Batra (2011)

“Despite the increasing workforce participation of women, India remains largely a hierarchical male-dominated society. The cultural traditions and family role-structures have not changed significantly and women on average still bear responsibilities for daily household chores, such as cooking, shopping, providing care for children and aged family members.”  14 Kalliath (2011)

“Women constitute nearly half of the world population. Growth development and progress in any society are intimately linked with the development and empowerment of women. No nation can afford to neglect such a precious segment of human resource.”  15 Meira Kumar (2011)

“There's no doubt that women are as ambitious as their male counterparts. Ms Sunita Cherian, General Manager, Talent Engagement and Development at Wipro Technologies, points out that the female workforce today expects to share responsibilities with male colleagues at every level. Agrees Ms Alka Sharma, Head, Corporate Communications, Yahoo! India, “Women employees are quite alike their male counterparts when it comes to aspirations from their job. They aim to grow within their role and organization and are ready to work hard by exceeding performance expectations and demonstrating expertise.”  16 Anjali Prayag (2011)

“Table below shows that for the period 2000–2007, employment elasticity and annual average employment growth rates were higher for women than for men, both in Asia and the world.”  17 ILO & ADB (2011)
The work participation rate for women was 25.68 per cent in 2001. This shows an improvement over 22.73 per cent in 1991 and 19.67 per cent in 1981. Women workers constituted 19 per cent of the total organized sector employment in the country, as compared to 18.4 per cent in the previous year. As on 31st March, 2004, there were about 49.34 lacs women workers employed in the organized sector (Public and Private Sector). As far as industries are concerned, in 2005, the manufacturing industry faced a dip of 1.1 per cent in women employment. On the other hand, other industries reflected an increase in women employment. An increase of 7.8 per cent was registered in Wholesale and Retail Trade followed by 5.6 per cent in Mining and Quarrying, 5.5 per cent in Agriculture, Hunting, Forestry & Fishing, 5.2 per cent in Financing, Insurance Real Estate & Business Services, 1.7 per cent in Electricity, Gas & Water, 1.5 per cent in Construction, 1.4 per cent in Community, Social and Personal Services and 1.2 per cent in Transport, Storage & Communications.

Table No: 06    Annual real GDP growth rate, employment growth rate and employment elasticity’s (average 2000-07), Asia and global, by sex

<table>
<thead>
<tr>
<th></th>
<th>Average annual employment growth, 2000-07 (%)</th>
<th>Average annual real GDP growth rate, 2000-07 (%)</th>
<th>Employment elasticity, 2000-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>1.68</td>
<td>6.21</td>
<td>0.27</td>
</tr>
<tr>
<td>Male</td>
<td>1.54</td>
<td></td>
<td>0.25</td>
</tr>
<tr>
<td>World</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>1.99</td>
<td>4.2</td>
<td>0.47</td>
</tr>
<tr>
<td>Male</td>
<td>1.71</td>
<td></td>
<td>0.41</td>
</tr>
</tbody>
</table>

Sources: ILO, Trends econometric models, October 2010 (employment growth) and IMF, World economic Outlook, October 2010 (GDP Growth)

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Indian Service Sector

“India’s emergence as one of the fastest growing economies in the 1990s is largely attributed to the rapid growth of its services sector. The sector grew in this decade at an average of 7.9% per annum, far ahead of agriculture (3%) and manufacturing (5.2%). Consequently, the contribution of services to gross domestic product (GDP) has been more than 60% per annum since 2000. The share of services in trade has also increased substantially.1 This growth has been accompanied by increasing foreign direct investment (FDI) approvals in the services sector. Though these trends are in line with global trends, two features are distinctive to India’s services sector. First, in the period 1950s-1990s, the share of agriculture in GDP declined by about 25 percentage points, while industry and services gained equally. The share of industry has stabilized since 1990 and consequently, the entire subsequent decline in the share of agriculture in GDP has been picked up by the services sector. This trend (rising share of services in GDP and corresponding decline in the share of agriculture and manufacturing sector) is seen in the growth process of high-income countries and not in general in developing countries. During the 1990s, the contribution of the services sector to the growth of GDP in India was nearly 46%, in contrast to 54% in middle-income countries, 43% in least developed countries, and 34% in China. Secondly, employment in services has not been in proportion to their rising share in GDP and trade in India, unlike in the rest of the world. In 1999-2000, services contributed around 24% of employment in India, in contrast to 30% in middle-income countries, 70% in Singapore, and around 35% in Thailand.” 19

Rashmi Banga (2006)

“The analysis of the sectoral composition of GDP and employment for the period 1950-2000 brings out the fact that there has taken place ‘tertiarization’ of the structure of production and employment in India. During the process of growth over the years 1950-51 to 1999-2000, the Indian economy has experienced a change in production structure with a shift away from agriculture towards industry and tertiary sector. The share of agricultural sector in real GDP at 1993-94 prices declined from

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55.53% in the 1950’s to 28.66 % in 1990’s. The share of industry and services increased from 16% to 27.12% and 28.09% to 44.22% respectively during the same period. During the 1950’s it was the primary sector which was the dominant sector of the economy and accounted for the largest share in GDP. But the whole scenario changed subsequently, and especially in the 1980’s. The service sector output increased at a rate of 6.63% per annum in the period 1980-81 to 1989-90 (i.e. pre-reform period) compared with 7.71% per annum in the period 1990-91 to 1999-2000 (i.e. post-reform period). The tertiary sector emerged as the major sector of the economy both in terms of growth rates as well as its share in GDP in 1990s. It is to be noted here that while agriculture and manufacturing sectors have experienced phases of deceleration, stagnation and growth, the tertiary sector has shown a uniform growth trend during the period 1950-51 to 1999-2000 (Joshi, 2004, 2008a). The share of this sector in GDP further increased to 55.1% in 2006-07 .This sector accounted for 68.6% of the overall average growth in GDP in the last five years between 2002-03 and 2006-07 (Economic Survey, 2006-07).”

Seema Joshi (2008)

“Among fast growing developing countries, India is distinctive for the role of the service sector. Where earlier developers grew on the basis of exports of labour intensive manufactures, India has concentrated on services. Although there are other emerging markets where the share of services in GDP exceeds the share of manufacturing, India stands out for the size and dynamism of its service sector.”

Barry Eichengreen (2010)

“The services sector is one of the most important segments of Indian economy in terms of its contribution to the gross domestic product (GDP) in recent years. It has been at the forefront of the rapid growth of the Indian economy, contributing nearly 63 per cent of the GDP in 2007-08. The sector has come to play an increasingly dominant role in the economy accounting for 59.6 per cent of the overall average
growth in GDP in the last eight years between 2000-01 and 2007-08. Further, Dun & Bradstreet said in its 'Economy Outlook 2009-10' report that the services sector will retain its importance in GDP and its contribution is expected to reach 58 per cent in 2009-10. As per the Central Statistical Organization, the services sector has continued to grow even in the third quarter of 2008-09, registering a 9.3 per cent increase over the corresponding period of 2007-08.”

http://www.ibef.org/economy/services.aspx

“The Services Sector constitutes a large part of the Indian economy both in terms of employment potential and its contribution to national income. The Sector covers a wide range of activities from the most sophisticated in the field of Information and Communication Technology to simple services pursued by the informal sector workers, for example, vegetable sellers, hawkers, rickshaw pullers, etc. The Services Sector has been the most dynamic sector of the Indian economy, especially over the last ten years The Services Sector of the economy can be broadly grouped into three broad segments namely, the public sector, private corporate sector and the household sector. The first two are generally referred to as the organized part of the economy, as the accounts of all the business transactions of these sectors are recorded in specified documents and are made available as public documents at regular intervals. The remaining part of the economy, that is the household or unorganized sector, constitutes all unincorporated enterprises including all kinds of proprietorship and partnerships run by the individuals.”

http://mospi.nic.in/nscr/sss.htm

Table No :07 Services in India and Percentage in GDP

<table>
<thead>
<tr>
<th>Services in India</th>
<th>% Share in GDP</th>
<th>Average Annual Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade (Wholesale /Retail)</td>
<td>11.7</td>
<td>11.9</td>
</tr>
<tr>
<td>Hotels and Restaurants</td>
<td>0.7</td>
<td>0.7</td>
</tr>
<tr>
<td>Railways</td>
<td>1.5</td>
<td>1.4</td>
</tr>
</tbody>
</table>
Service Sector & Women Employment

“Women’s Labor force participation has been increasing in many developing countries and India is no exception. The rise in women’s participation is accompanying by a shift in the employment from the agricultural to the non-agricultures sectors specially the tertiary sector what we call as service sector. Due to increased competition and globalization, developed countries are outsourcing many of the activities to the developing countries. India is the leader in this regard. Women are finding increasing employment in trade, finance, real estate and other business services, in addition to IT Occupations.”  

(Basant & Rani, 2004)

“The improvement of womenfolk in the organizations is testified by the meticulous performance by the new generation in service sector. It further makes it clear that the status of women in workplace can no longer be identified as ‘discriminatory’ though the glass ceiling is still to be seen in Indian corporate sector.”  

(Radha Chebolu, 2005)
“Mumbai-based Radhakrishna Foodland is planning to replicate the Wal-Mart model in terms of tilting its balance towards recruiting a majority of women employees. Having served as General Manager retail operations at Wal-Mart UK, Mr Purvin Patel, Chief Operating Officer, Radhakrishna Foodland intends having a 64:36 ratio between its women and male employees. According to Mr Patel, “Wal-Mart is known to employ a majority of women and there is no reason why it should be different in India.” From housewives to grandmothers, women up to 65 years of age without any formal qualifications are welcome to join the retailer as they are better equipped to understand the nuances of food and grocery selling compared to the opposite sex, according to the CEO. Adds Mr Patel, “We would offer such women flexible timings along with mandatory incentives.” Women serving as sales assistants can draw salaries from Rs 4,000 upwards at its Food Land Fresh stores

Purvita Chatterjee (2007)

“Women executives have gone up the ladder mostly in the services sector. According to an ILO (International Labour Organisation) report, 75% of the world’s activities are executed by women, but they own mere 0.01% of the total assets.”

Aman Dhall, Shantanu Sharma (2008)

“Apart from differences in sectoral employment between men and women, there are important differences in working conditions. At the global level, the share of vulnerable employment in total female employment was 52.7 per cent in 2007, as compared to 49.1 per cent for men, which represents a decline of 0.6 percentage points over the previous year for both men and women. The move away from vulnerable employment into wage and salaried work can be a major step toward economic freedom and self-determination for many women. Economic independence or at least co-determination in resource distribution within the family is highest when women earn wages and salaries or are employers, lower when they are own-account workers and lowest when they are contributing family workers.

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The share of women in wage and salaried work grew from 41.8 percent in 1997 to 45.5 percent in 2007, but the status group of female own-account workers saw a stronger increase.” 29 ILO (2009)

“The table reveals that the public sector is by far the largest employer in the organised sector, with 70% of all women and 58% of men employed, of which majorities in regional government. Second largest employer for both sexes is manufacturing, with nearly 19% of all females employed and 22% of all males. The third spot is for transport, storage and communication, though this applies for men, with over 12% of their organized employment against less than 4% for females. For females, with 7.5% finance, real estate and business services is the third largest employer. In the end the share of commercial services in organized sector employment is extremely limited: at least 7% among females and 10% among males, plus an unknown but limited part of community, social and personal services. If public sector services are included, the service sector share increases to 68% for females (nearly 3.4 million employed) and 60% for men (12.9 million).” 30 Maarten van Klaveren (2010)

➢ Work life balance in general:

“A high proportion of companies in Spain are not fully aware of the impact that Work/ Life balance strategy has on corporate results. 67% of the companies in Spain that mentioned Work / Life balance is not a priority for them are actually initiating a relatively high number of such schemes. Only they do not consider it as a strategic tool. In contrast, the companies that implement the lowest number of such programs, state that Work /Life balance is a corporate policy priority” 31 Myrtha Casanova (2001)

“An organization’s need to attract and retain valued employees in a highly competitive labour market is a strong motivating factor for increased organizational awareness and action with regard to human resource policies and practices that address work life balance” 32 Helen De Cieri (2002)
“Employees are increasingly recognizing that work is squeezing out personal lives and they are not happy about it. Studies suggest that employees want jobs that give them flexibility in their work schedules so they can better manage work-life conflicts. 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 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.”  


“Richard Walton states a much broader concept of QWL proposing eight conceptual categories vis. adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work place, social relevance of work and balance role of work in total life space.”  

34 **Sarang Bhola** (2005)

“For many people, life between the ages of 50 and 75 is a period in which they are just as able to be active as they were previously, but in which family roles, household composition, leisure pursuits and other unpaid roles such as volunteering or learning are subject to change. Gender continues to be a key factor mediating experience and attitudes in this life phase. The diversity of the older worker population, and the variety of life experiences and events that they typically encounter between the ages of 50 and 65, has prompted considerable academic and theoretical discussion of the restructuring of work and life.”  

35 **Sue Yeandle** (2005)

“An increasingly prevalent type of role conflict occurs when work and non-work roles interfere with one another. The most common non-working roles involved in this form of conflict are those of spouse and parent.”
Balancing the demands of work and family roles is a significant daily task for a growing number of employed adults. Pressure to work late, to take work home, to spend more time traveling, & to frequently relocate in order to advance are a few e.g. of potential source of conflict between work and family.” 36 John I, Robert K, Michael M, (2006))

“Work Life balance is the term used to describe those practices at workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and work lives. The work life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.” 37 Tanuja Agarwal (2007)

“WLB initiatives give employees flexibility and help ensure that dependents are cared whilst employees are at work. Both work to family conflict and family to work conflict can be reduced when employees use WLB initiatives.” 38 Jennifer Smith, Dianne Gardner (2007)

“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.” 39 Dr. Rajesh, Garima, Sanjeev Arora (2008)

“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.”  

“WLB scales conceptualize the work component more specifically than the life component, what ‘life’ means remains rather intangible apart from general references to the ‘home’, ‘housework’ and ‘family responsibilities.”  

“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.”  

“Work-life balance is fast becoming one of the defining issues of the current employment scene. Currently there is a shift from “work-family balance” to “work-life balance” to reflect the fact that non-work demands in people’s lives not necessarily limited to family only. A good work-life balance is when employees having the ability to fulfill both work and other commitments (family, hobbies, art, travelling, studies and so forth)”  

“The global economy and corporate life are structured to be competitive, and competition always leads to work pressures. But, equally important, work is life. If we accept this two-fold reality, the best way to balance life is to choose an area of work that rejuvenates you rather than just saps your energy. This means balance has to be embedded in work itself, and not seen as something separate from it. By this I don’t mean you should try to cut down on eight hours of restorative sleep or abandon your annual vacations with spouse and family.”
“In the fast moving life, there are many pressures that new-age couples have to deal with- running a home, doing daily chores like cooking/cleaning, raising children and handle the tight deadlines at work! Ever wondered how the 21st century couples can deal with all this? How can they divide their daily work, make sure their children get the right amount of attention and time and also be productive at work? Today, technology not just makes your life easy and simple, but also brings a work-life balance. There are many working couples, who constantly stay connected on mobile Internet- using email, social networking websites.” 45 Norbert Rego (2010)

“Feeling drained leads to lower levels of satisfaction with life and higher rates of burnout, depression and ill-health. And while playing multiple roles can be stimulating, interesting and lead to sense of accomplishment and achievement, McCarthy said, "There are real risks we need to be aware of. People need to assess which strategies they're using to cope with their problems and make sure they're making time for resource recovery” 46 Julie McCarthy (2011)

➢ Work Life Balance and Women Employees :

“Work life balance is a swap – a deal you have made with yourself about what you keep and what you give up . It is no coincidence that work life balance entered the public domain about the time that women –and especially mothers in dual career households-started working in force . Suddenly there was a whole group of people juggling two mutually exclusive and colliding demands : being great parents and great employees at the same time . Especially in the early days , the struggles to make everything work were messy and painful for many working moms and their stories were filled with guilt , ambivalence and anger” 47 Jack Welch (2005)

“Perhaps the most important labour supply development of the past half-century has been the dramatic increase in participation rates of females in the labour force, rising from 23 percent in 1950 to 59.5 percent in 2000, while those of males fell from 84 percent to 72.5 percent .

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As figures 4 and 5 show, in the more recent period between 1976 and 2000, the greatest increase has occurred among married women, particularly those with children. Coincident with this dramatic increase in female labour force participation rates is the propensity of employed women to continue to assume a larger share than men of home production and child and elder care, giving rise to the double burden of work and family responsibilities. The research suggest that women who face such a double burden might seek nonstandard forms of employment, even if the result is fewer hours of “ 48 Richard P. Chaykowski (2006)

“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 are dealing with the same balance issues and trying to understand how to “have it all” – both the successful family and home and the successful career.” 49 Kathleen P., Myra D (2008)

“Nine to five rigid job structures and walking the tightrope of family and work related responsibilities have made a woman’s life, almost mechanized. With the economy spewing job opportunities in the fields of education and academics, business and outsourcing, it is now possible to work at one’s convenience. This is what women has been looking for in terms of work flexibility.” 50 P.Rao & Medha Gore (2008)

“Work-life imbalance usually arises out of a lack of adequate time and / or support to manage the work commitments as well as personal and family responsibilities. Meeting competing demands of work and family is not tiring but can be stressful and can lead to sickness and absenteeism. It inevitably affects productivity. Balancing both career and family is an arduous task for working women especially when they have small children and there is no well-equipped day-care / crèche facilities where they can leave their kids without any tension while they are at work.”
Women often suffer from the guilt-complex of not spending enough time during the tender age of their children and being forced to leave their children in the hands of the maids on whom they have little faith. Women employees thus face a dual burden—work and family—which creates a lot of stress and strain and role conflict.”  
*Sanghamitra Buddhapiya, (2009)*

“Corporate women, at large irrespective of whether they are working mothers with families or single mothers are unanimous when they criticize the work culture as it restricts them to meet their social responsibilities. While majority of the Indian companies have not come out with bold initiatives to pamper their talented women executives, the glass ceiling has been shattered in a few renowned companies who have wielded diverse strategies to boost the morale of their women employees.”  
*Debashree Mukherjee, (2009)*

“And Julia Roberts starts shooting from today at an ashram in Pataudi near Delhi, but she’s unlikely to let that affect the time she spends with her three kids. Sources say that Julia is rather particular about her after hours, which she devotes entirely to her family, and does not meet anyone in the evenings after the shoot ends, including the director of the film. The Pataudi house has been especially furnished for the star, with Italian flooring and a special yoga centre.”  
*TNN (2009)*

“There are several reasons why work family conflict may have a greater impact on satisfaction outcomes for women. For example, psychological processes may differ by gender, due to the element of choice in the work role for some women, women’s tendency to value different aspects of work than men or because women’s inclination to experience more positive emotions from nonwork roles than men translates to greater positive emotions from combining roles. In addition, due to gender role expectations, working women may feel a greater sense of guilt and worry over having multiple life roles than their male counterparts.”  
*Kristen (2011)*
“Women today are glorying in marriage, motherhood and career, but on their own terms. It’s no longer a choice amongst the three. Rather, it is all about fulfilling the needs of diverse demands. A growing number of women are creating a middle ground for themselves by taking a sabbatical and then trying to reboot their careers with a lot of cooperation from the organization. Flexi-Office engagement model provides the woman with a work-life balance, which over a period of time prepares the women to take up higher responsibilities on a full time basis.” 55 Reshmi Majumdar (2011)

“Women who are professionals would not be able to succeed without family support. Generating economic value for my country is as important to me as having a happy personal life.” 56 Madhuri Dixit, Sulajja Firodia Motwani (2011)

“In today’s day and age, workplace flexibility is no longer just about women and child care, point out Indian women executives. Rather, it is more about enhancing the quality of life for all employees. Ms Rachna Aggarwal, CEO of Indus League Clothing, agrees that the work-life balance is an expectation that more men and women look for from a workplace. “I have several of my male colleagues who look for flexibility of work because his child or mother is sick,” she says.” 57 Anjali Prayag (2011)

- **Impact of Work Life Imbalance:**

  “At shoppers stop several women were leaving during maternity since most of the jobs were in customer care, where one had to be on the shop floor all day. Even after their sabbatical was over, they preferred to stay at home since they felt ‘cut-off’ from the company for too long.” 58 Aditya (2005)

  “The pursuit of work-life balance reduces the stress employees experience. When they spend the majority of their days on work-related activities and feel as if they are neglecting the other important components of their lives, stress and unhappiness result. Work-life balance enables employees to feel as if they are paying attention to all the important aspects of their lives.” 58 Susan M. Heathfield
“Conflict between work and home life has been linked to job dissatisfaction and turnover. Increasingly organizations are using WLB initiatives to recruit and retain the key personnel in the organizations” 60 Jennifer Smith, Dianne Gardner (2007)

“Work-life balance seems to be an important part of corporate social responsibility nowadays. Good employers need to recognize their obligations so that they can ensure employees are not working so hard to damage their lives outside of work or lead to health problems. Increasing levels of stress can rapidly lead to low employee morale, poor productivity and decreasing job satisfactory. More and more employees are expressing significant to severe stress over workload and work-time pressures” 61 CHAN HAK FUN (2007)

“Work-life balance is an essential part of Corporate Social Responsibility. Corporations are increasingly recognizing that an inadequate work-life balance can have detrimental impacts on staff performance, satisfaction and retention. When employers target good work-life balance, they can see that reducing stress and frustration resulting from poor work-life balance can be beneficial to both parties.” 62 Richard Welford (2008)

“Having imbalanced life, strained relationships and passionless life, leads to reduction of productivity in life both at work and at home and ill-health” 63 Dr. Meena Bobdey (2010)

“The consequences associated with work to family conflict have been found to be predominantly negative. With work to family conflict, the employees work interferes with the family and such interference is associated with the number of negative consequences, including negative association with employees work attitudes and turnover intentions” 64 Stephen (2011)

“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.” 65 Penny Walters (2011)

Benefits of Work Life Balance

“Work/life initiatives create positive employer branding, promote being an employer of choice, foster organizational citizenship, and support diversity initiatives.” 66 Nancy R. Lockwood (2003)

“CEO of Baxter International, Producer of medical products Mr. Harry Kraemer identifies benefits the company has received after implementing work life balancing initiatives in the company. He mentions the company has hit earnings targets every quarter, nearly doubled their profit goal, with revenues and profits rising at double digit rates, grown to more than 48000 employees and successfully acquired five major companies in a span of 16 months.” 67 David, Robbins (2006)

“The organizations that have developed work life balance programs have found happier and more productive employees. Apparently, many firms and managers believe that bringing about work life balance is personal problem and not an organizational issue.” 68 John Ivancevich (2006)

“Organizational response to work-life conflict of employees is an important issue that has received broad attention from governments, researchers, employers and employee representatives in recent years. Firms that adopt various work-life balance policies increase the job tenure and decrease turnover probability of women employees. Dependent-care services increased retention rates in the short term & on long-term increased attachment to the firm” 69 Chiang Hui-Yu (2008)

“We come across individuals who let off their frustration at work, either by criticizing their friends, colleagues or family members. This kind of behavior not only waste valuable time but also our energy. Balancing work with life will help in enhancing focus on positive side of all things. It tries to avoid criticism. It concentrates on the simple principle of doing what should be done. Maintaining
such a balance can improve the overall performance of an individual” 70 Vikas Shrotyia (2009)

“Work–family enrichment is believed to be directional in nature. Experiences and resources created by paid employment can benefit an individual’s family life (i.e. work to family enrichment). Work to family enrichment and family to work enrichment are distinct in that they tend to be warily correlated and tend to be differentially correlated with other aspects or work and family life. Both work to family enrichment and family to work enrichment have the potential to be elicit a broaden and build effect. Regardless of direction, work-family enrichment is notably positive experience that presumably contributes to positive emotions.” 71 Dawn (2011)

“People achieve success when they have the flexibility to meet the demands of their professional lives and accomplish personal goals outside their offices. When you focus too much on one at the expense of the other then you risk putting your entire systems in distress. For an employee, balancing a challenging career with life outside work in a complex task. Work life and personal life are the two sides of the same coin. To maintain a reasonable balance is utmost important” 72 Excel Books (2011)

“Anisha Motwani, Director and chief marketing officer, Max New York Life Insurance say “Though not too many women form part of Indian Corporate boardrooms, she would not term the position as dismal. While number of women who work or enter into the corporate life has certainly increased over the years, often they tend to take a mid-career break after six-eight years due to personal priorities. And not too many of them are able to cross the barriers and get back to an active second innings. However the one who cross over this hump successfully and get back into the groove of making a career, stand a chance to climb the corporate ladder,” she asserts.” 73 Yasmin (2011)
“The pursuit of work-life balance reduces the stress employees experience. When they spend the majority of their days on work-related activities and feel as if they are neglecting the other important components of their lives, stress and unhappiness result. Work-life balance enables employees to feel as if they are paying attention to all the important aspects of their lives.” 74 Susan M. Heathfield

➢ Barriers or Challenges towards WLB

“Building a strategic business case for work/life initiatives requires hard data documenting positive results on the balance sheet. There are several key factors to be considered in measuring ROI of work/life programs: the audience, the culture, designing the data collection process, integrating findings and making projections, and identifying the company’s primary goals. For many organizations, however, quantifying the data presents the greatest challenge.” 75 Nancy R. Lockwood (2003)

“Unlike many men, women must also make the ‘Career versus family’ decision since the responsibilities of raising the children and managing the household still fall disproportionately on women. Balancing work and family life becomes a challenge for women.” 76 Gary Dessler (2006)

“Empirical research has found that the most prevalent form of discrimination specifically directed against pregnancy occurs when employers do not reinstate female employees after they return from medical leave for childbirth. Employers are significantly more likely to fill the jobs of women on leave for child birth than for employees on leave for other medical reasons.” 77 Charles Greer (2006)

“Barriers to manager implementation of work-life policies/strategies identified by various studies include lack of formal written policies, resource and operational factors, lack of senior management support and a supportive workplace culture, concerns about equity among staff, traditional management styles and beliefs and a lack of training in how to manage a flexible workforce, and lack of accountability through performance measures.” 78 Mervyl McPherson (2006)
“Regardless of how women manage the family responsibilities, it is viewed by organizational leaders as encroaching on professional commitment, which decreases employment and promotion opportunities gained through adhering to the work-centered male linear career model.” 79 Rosalind H. Whiting (2008)

“Employees' perceptions of managerial support not only impacts on whether employees will use the WLB initiatives on offer but also affects employee's work attitudes and levels of work-life conflict being experienced” 80 Mardi Anne Webber (2008)

“Most women are career oriented. But getting back to work after a long break – whether it is because of marriage or a child – can be tough for them. Aaliyah Menon, who took a year long break from her work after she delivered, had to face a bit of change in the attitude of the interviewers. “I went for an interview recently and when interviewers saw the gap of a year in my work, they were skeptical about hiring me” she says” 81 Tanya (2011)

- Strategies for WLB

“Drawing an arbitrary line that suggests flexible working is all right for one group and not for another is neither logical nor useful. It is difficult to advance a tenable argument why policies on working flexibility should not apply to all employees. Why, in principle, should it be more acceptable for an employee with young children to be able to adjust his or her hours, than for someone who wishes to compete at an amateur level in his or her chosen sport?” 82 Clutterbuck (2003)

“72% of employees felt that the availability of the work-life programs was one of the reasons that attracted them to join the organization and 72% of employees felt their health condition had improved, thus reducing their medical leave. Leave benefits offered by their organization were beneficial to them in helping meet their family needs.” 83 Gracie Wee (2004)
“Options like work from home and flex timings are kick started at P&G. Its the company’s strong process orientation has helped make the initiatives work. The understanding P&G have with the employee is well documented and expectations from both the sides are made clear.” 84 Aditya (2005)

“Armed with a professional qualification, an ambitious dream and amazing potential, a woman chooses to prioritize social obligations and bids ladies to a career at the prime of her life. A break in career was usually considered a handicap and it takes mammoth efforts to get back into the job sphere again. But, all is not lost. This frozen mould in which many women can identify themselves is also changing. “Flexi-plan interim managers” would be the new buzzword to help them break the mould” 85 Soundra (2006)

“A key element of the managerial success in maintaining work-life balance for workers, was the ability to manage the informal processes of work-time allocation through direct negotiation between workers and managers. In this way, emergencies such as illness and unexpected family commitments could be dealt with more easily and workers felt confident in negotiating arrangements to ensure that their individual needs could be catered for but that organizational requirements were met.” 86 Lisa Bradley (2006)

“One common change to the organization of shift work involves introducing a Compressed Working Week, in which the hours worked per day are increased whilst the days worked are decreased - in order to work the standard number of weekly hours in less than five days. Such a working pattern is a radical break with the traditional eight-hour working day; Introducing the Compressed Working Week seems to improve the work-life balance of shift workers, with few adverse health or organizational effects. It is also generally beneficial, or at least not detrimental, to health in the short-term. The Compressed Working Week could be an important tool for both policy-makers and employers in terms of promoting healthier work places and improving working practices.” 87 PHR (2007)
“An organization which is implementing “Family-friendly” programs such as child care facilities, special parental leave provisions and home work arrangements, are seen as helping employees to balance their work with their personal lives.”  
88 Dreher Dougherty (2008)

“The effective management of employees’ work-life balance (WLB) requires organizations to recognize and account for the array of work and non-work roles that impact their employees working-lives.”  
89 Mark Wickham & Simon Fishwick (2008)

“Ashwani Maheshwari is a big believer in work life balance. He says he has always been lucky that his bosses let him be “Once I am told what’s to be done, I then do it my own way. Luckily not too many people have called me up on a Sunday. Give me a short break and I am off. Its important to take short vacations that can energize you. After all life needs to have a balance”  
90 Ashwini Maheshwari (2011)

“Work-life balance remains an issue that requires considerable attention from society. The changing nature of the global economy, where organizations expects the employees to operate on a 24/7 schedule and technological advances have made it possible for an employee to be connected at all times, has ushered the work-life balance issue into the forefront of the minds of many, including students.”  
91 Dr. Aravind .S Kumar (2011)

“At a recent speech to the Ladies’ Circle International, Her Excellency, the President of India, Shrimati Pratibha Devisingh Patil, showed her strong support of women and their potential to bring about change in society. She pointed out that to bring about gender equality, it is necessary to focus on educating and empowering women. Ms. Patil emphasized the need to strengthen processes that will promote economic and social development of women and urged this organization to increasingly concentrate its energies in this area”. (To read the entire speech, please go to http://presidentofindia. nic.in/sp210809.html)  
92
“The Yamaha Group has continued to actively cooperate with labor in its efforts to promote a better work-life balance. In this manner, the Group strives to realize corporate growth in concert with a fuller life for all employees. For example, Yamaha Corporation has for many years worked on a range of initiatives aimed at shortening total work hours. In addition, the Company has taken proactive steps to provide support for both work and family introducing a host of employee benefit programs and systems ahead of statutory requirements. In 1990, Yamaha introduced child care leave followed in 1992 by a system of nursing care leave. In April 2006, Yamaha established the Work-Life Balance Committee to provide individual employees with support for both work and a fuller life outside of work, and to help them combine the two. Specific measures focused on reducing working hours as well as the implementation and improvement of work/family support systems for the variety of reasons.”

http://www.yamaha.com/about_yamaha/csr/workers/employee/worklife/

“According to Jim Bird, CEO of Worklifebalance.com, “Work-life balance is meaningful achievement and enjoyment in everyday life.” The primary way companies can help facilitate work-life balance for their employees is through work-life programs and training. Achievement and enjoyment at work is a critical part of anyone’s work-life balance. Furthermore, achievement and enjoyment in the other three quadrants of one’s life (e.g. family, friends and self) is critical as well”  

Jim Bird

➢  Statutory Provisions for WLB

“The first four Five Year Plans focused on organizing welfare activities for woman labor and eventually passed labor laws: such as the Factories Act, 1948 and Maternity Act, 1961 to protect them. The fifth and sixth plans focused on health, education and employment of women. The seventh plan made efforts to extend direct benefits to women by way of passing various laws while the eighth plan deliberated to empower women post liberalization”  

G. Jegadeesan (2008)

96 Statistical on Women in India (2010)

“The Constitution of India not only grants equality to women but empowers the state to adopt affirmative measures in favor to women for neutralizing the cumulative socioeconomic educational and political disadvantages faces by them through out their existence. Several articles in the constitution such as 14 confers equal rights and opportunities to both the genders in the domain of polity, economy and in the social spheres.” 97 Gouri Srivastava (2011)
Conclusion:

The research is limited to one specific sector (service sector in present case) so as to minimize the variables affecting data. Based on the literature that has been reviewed it would be expected that certain factors would have significant influence over individuals ability to have work life balance. One would expect to find that organizations can design work practices that allow people to allocate time to competing roles of life. The number of roles a person sees themselves fulfilling, and the consequent role conflict, should be an influencing factor of work life balance.
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