CHAPTER 2
CONCEPTUAL FRAMEWORK OF WORK LIFE BALANCE
2.1 INTRODUCTION:

The dynamics and Geographic of the industrial revolution gave rise to the concept of work-life balance. Workers compartmentalized their lives into ‘in work’ and ‘outside of work’. Work was not conducted at home and domestic activities were not conducted at work. Again the workers' aim was to minimize work and maximize 'life'. This has occupied the minds of many workers for a century or so.

Today the boundary is blurring. People are working later into the day and later into their existence, as retirement ages come under review. Email and social media has made it easier for workers to conduct elements of their social life at work. Thus we are seeing a return to work-life integration.(McCormack, 2016)

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 much of the debate about work-life balance, there is a loose use of language. Ideally, we should define work and life carefully. In simple terms, “work” is normally conceived of in this context as including paid employment while “life” includes activities outside work.(Mehtha, 2012)

Since 1930s the businesses of the world practiced the term “Work Life Balance”, but it actually came into existence in 1986 onwards. The organisations drafted policies with a motive to provide flexibility to employees so as to manage their personal problems and family issues, in order to have increased performance as output from employees. When there will be proper balance between work and home in life of employee, then and then WLB is said to be accomplished. Therefore, need is there to have such mechanism whereby the inconsistency between the demands from the work and non-work (family) can be eliminated and whatever conflicts arises can be settled down amicably.
Work-Life Balance does not mean an equal balance. Each person's work-life balance will vary over time, often on a daily basis. What is a right balance today may not be tomorrow. The ideal balances also differ when one is single and one gets married and when he/she have children. When one starts a new career versus when one is nearing retirement brings changes in work-life balance there is no perfect, one-size fits all, balance that one should be striving for. (Maran & S, 2014)

There is confirmation of the fact that people entering the workforce today are laying emphasis on the importance of Work-life balance more than their predecessors. In spite of this, the extent to which this balance is being achieved is far less than what is desired. In fact, researches bring to mind that graduates are being drawn into situations where they have to work for progressively longer hours and so experience an increasingly unsatisfactory balance between home life and work-life. Working woman cannot separate her personal life and family life. As both of these are correlated and demand a lot of attention.

The needs to study inter-linkages become all the more important with the increasing number of women entering the formal labour market. The very fact that they go out of home to work in a public sector poses all kinds of pulls and pushes upon home life which includes their work to be maintained at home and the family. A plethora of research has been conducted to ascertain the impact of a job outside home on the home life and vice versa or to understand the relationship between the two. Researchers have been emphasizing on the conflict between the home and office life of a woman as a result of employment outside the home.

Today, the work is likely to invade our personal life and the maintenance of the work-life balance is not so simple. A decade in rear, employees have used to have fixed the hours of work or rather a work of 9 to 5 from Monday to Friday. The border between work and home has disappeared with time. The advent of globalization makes the people of a country to another work accordingly; concept of working time fixed is disappearing. Instead of just 7 or 8 hours per day, people spend up to 16 hours all days
in power. The blessings in technology such as e-mail, text messaging and cell phones which have been considered as the tools to connect to their work to be away from their place of work, have effectively integrated their personal and professional lives.

In connection with the tension and work related to the pressure acting in the family and makes a separate it is difficult to find a balance between work and personal lives. Professional working in the BPO industries, managers, doctors, nurses, Bank staff and IT professionals - this is just a few examples, which are faced with the brunt of the risk of permanently. Today industries have realized the importance of work life balance of their staff. Organizations should set up policies for the maintenance of the balance of life. They are collected in the innovative methods to maintain their staff is happy and satisfied, because it simplifies the management of the best place to work, as well as the positive impact on the productivity of staff.

The magnification meaning of a two concepts takes us in the most positive ways of a balance between Enjoyment and the achievement. Achievement means finish something with success, especially after new efforts or the receipt of what one wants. Enjoyment does not mean the happiness, but it raises the pride, satisfaction, happiness, the feast, love a sense of well-being and all the joys of life. Achievement and pleasure are the two sides of the coin value in life. We cannot have one without the other. Try to live a life of only one side is why both of "success" people are not happy or not nearly as happy as they should be.

The term 'work–life balance' describe the stability between responsibilities at work and responsibilities outside work; having a work–life balance means that this stability is in the right position for the individual concerned. For some people it means spending more time at work and less time at home, while for others it means ensuring that work in running the business does not encroach on time needed for other responsibilities.

The work-life balance is a form of metaphor, but a metaphor for what? In the English "balance" is a word with a complex variety of meanings. As a noun, a balance is a balance, a weighing device; it is also the regulation of gear in clocks. If we use the
balance, and then the balance occurs when there is a "equal distribution of the weight or volume" but this poses problems of work-life balance since the two sides can be very heavy or very light. In addition, the type of work-life-balance requested by many must not imply equal weighting of the two sides. The balance but also has a sense of the physical and psychological that "the stability of the body or the mind" so that suicide is sometimes officially registered as take the life of a person "although the balance of the Spirit was disturbed".

Work Life Balance demands equilibrium between person’s job and personal life. Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives.

It is a daily effort to take the time for family, friends, the participation of the Community, spirituality, personal growth, self-care, and other personal activities, in addition to the requirements of the place of work. It includes the implementation of policies and of collaboration agreements, which will help the workers in combining employment with other aspects of their life.

The secret to work-life balance will differ depending on your field of work, family structure and finances. But some work-life balance principles are universal: saying no, prioritizing, and banishing guilt.

Work life imbalance also comes with a different social perspective- How to address the work - life imbalance in the lives of the women work force. The society over the years has recognized women's need to legal and financial independence. Women work force now constitutes a significant percentage of the total work force in any organization today. Work-life balance is a concern not just for women, but also for men who are tired of missing out on the rest of life. Work life balance refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life. It is an issue that is important both to the organizations and to employees.
There is a saying by the great brilliant scientist Albert Einstein that “Life is like riding a bicycle. To keep our balance we must keep moving”. While riding if there is an imbalance and if the rider is unable to control he may fall down. This is true for all employees who are struggling with work life balance issues especially for women employees who face many challenges both at work place and home. If they are unable to maintain the balance the repercussions will be serious.

Today with the interface between work life and personal life is assumed to be highly significant which demands more attention.(Kumari K Thriveni, 2012)

The work-life balance is the ability of a person to fulfill their work and life style of the responsibilities with a minimum of conflict. According to Wikipedia, the work-life balance is a broad concept, including the pre-work between 'zing (career and the Ambition) on the one hand and the "life" (Health, pleasure, recreation, family and spiritual development) of the other. It is linked by more general terms, the balance of life: "The life and the balance".

The work-life balance focuses on two main aspects called realization and enjoyment. This means that a woman should be able to have the job satisfaction and at the same time be able to grow in her career. When a woman who works is able to achieve and enjoy its personal and professional life; this means that it has a positive effect the work-life balance. It means the capacity to schedule the hours of professional and personal life to lead a healthy and peaceful life. It is not a new concept. It emphasizes the values, attitudes and beliefs of women regarding their age to work in organizing and balancing their work and personal life.

WLB has a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life. Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life. (Lakshmi & Gopinath, 2013)
Work-Life Balance is not a new concept. The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of Work Life Balance. As time progressed, nuclear families increased. A later change was the fading away of the "ideal home" in which the earning member's spouse took care of the home. With better opportunities for education and employment, today, most homes are ones in which both parents work because of necessity and the desire to augment incomes.

The need to create congenial conditions in which employees can balance work with their personal needs and desires became a factor that companies had to take note of both to retain them as well as to improve productivity. Having realized that, companies started introducing schemes to attract and retain employees and improve their productivity. Work-life balance is the extent to which individuals are equally involved in and equally satisfied with their role and their family role.

David Clutter buck defines work-life balance as being aware of different demands on time and energy, having the ability to make choices in the allocation of time and energy, knowing what values to apply to choices, and making choices. Work-Life Balance does not mean an equal balance. Life is dynamic and not static. Each person's work-life balance will vary over time, often on the daily basis. The right balance for each one today will probably be different from tomorrow. The right balances differ when one is single and will be different when one gets married or has a partner or if they have children. When one starts a new career versus when one is nearing retirement brings changes in work-life balance. There is no perfect, one-size that fits all, balance that one should be striving for.

Work-life balance is on the management of our work commitments with career goals and our responsibilities in the home and the whole of the community. In an ideal world, we would like to work 8 hours, have 8 hours for recreation, and the last 8 hours would be spent sleeping, i.e. the balance between work, personal activities and autonomy. But in the real world of people working more than 12 hours per day with little time for leisure
and sleep. They work late and also for office work at home at the weekend. They want to spend more time with their children but the pressure of work is ruthless. The professional and personal lives are interrelated and interdependent. The professional and personal life is two sides of the same coin. The people have to make difficult choices, even when their professional and personal life is far from the balance.

2.2 EVOLUTION OF WORK-LIFE BALANCE:
The origins of the research on work and personal life can be traced back to the study of women with multiple roles. Barnet and Baruch (1985) have studied the psychological distress related to the balance of rewards and the concerns generated by the multiple roles of women as a paid worker, wife and mother. They have found that the quality of positive role - more rewards that concerns the experience in a given role - was related to low levels of role overload, role conflict and anxiety. Based on their research, Barnet and Baruch defined the balance as "rewards" is less concerned with the score of the difference which could be of the order of positive to negative values. (Johanna Rantanen, 2011)

During the years 1960 and 1970, employers considered as the work and the life mainly a problem for the mothers who have struggled with the requirements of their jobs and the education of children. Throughout this period and until the middle of the 1980s, the U.S. government has had the major impact on the ground, as evidenced by the Presidential Conference on Families, the law on discrimination on the grounds of pregnancy, and the quality of the Employment Survey.

During the 1980s, the recognition of the value and the needs of their collaborators, the organizations of women of avant-garde such as Merck, Deloitte & Touche, and IBM began to change their policies, procedures of internal work, and benefits. The changes included maternity leave, the Employee Assistance Programs (EAP), flexible hours, work at home, and referral for the care of children. During the 1980s, the men also have begun to express the concerns of work-life. At the end of the decade, the work-life balance was regarded as more than a question of women, which affects men and
women, families, organizations and cultures.

The years 1990 has strengthened the recognition of the work-life balance as a vital issue for all the world--women, men, the parents and the parents, singles and couples. This growing awareness of the central importance of the issue has given rise to a significant growth attempt to work solutions-life during this decade. Many studies have shown that the generations of the baby-boom for new graduates are of occupational choice according to their own work and personal life and cultures.

Unfortunately, although the companies adopt policies favorable to the family, employees and managers have not their implementation. Many of the policies put in place in the 1980s have not managed to have a significant impact on most of the employees and managers in the real world" the work-life balance The results. Yet the Americans have said feel even more overloaded with work and out of contact with their non-work lives most of the time.

During the first years of the twenty-first century, the disappointing results made human resource and work-life professionals as well as executives at all levels take stock. Karol Rose, author of the soon to be published book Work Life Strategies, comments on these trends in Fortune Magazine’s third annual work-life special feature included in the October 2005 issue. She noted that the Work-Life Leadership Council of the Conference Board, a gathering of high-level corporate HR and work-life professionals, drew these conclusions on looking back over the last decade of efforts.(Bird, 2006)

Most people think of only one notion relating work and life: the work-life balance notion. We need to know that the relationship has been evolving over time. Here’s a picture of this evolution:
The Evolution of Work-Life

1900: Work

1950: Work-life separation

1970: Work spills into life

1980: Work-life balance

2000: Life spills into work

2010: Work-life blending

2050: Life

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Figure 2.1 The Evolution of Work life
2.3 DEFINITIONS OF WORK LIFE BALANCE:

According to Greenhaus and Beutell (1985) “Work-family conflict is defined as a form of role conflict characterized by the incongruence between responsibilities of the home and workplace which are mutually incompatible”.

A more specific definition has been adopted by Clark (2000) about Work life Balance is “satisfaction and good functioning at work and at home, with a minimum of role conflict”

According to Greenbatt (2002) WLB is defined as “the absence of unacceptable level of conflicts between work and non-work demands”.

According to Greenhaus et al (2003) Work life balance as “the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role”

Frone (2003) presents a four-fold taxonomy of work-life balance, in which WLB is described as “low levels of inter-role conflict and high levels of inter-role facilitation”.

According to Greenhans and Allen (2006) Work life balance is “the extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individual’s life priorities.

According to Grzywacz and Carlson, (2007) Work–family balance is defined “as accomplishment of role related expectations that are negotiated and shared between an individual and his or her role-related partners in the work and family domains”.

According to Kalliath& Brough (2008) it can be conceptualized as “the relationship between institutional and cultural times and spaces of work and non-work in societies where income is predominantly generated and distributed through labour markets”
According to Gregory & Milner (2009) the concept ‘work-life balance’ allows for a wider understanding of ‘non-work’ areas of life, incorporating workers with diverse family situations, giving increased scope to include men, and allowing for spillover and fluidity between work and other areas of life. (Raisinghani & Goswami, 2014)

2.4 WORK LIFE CONFLICT AND WOMEN EMPLOYEES:

Work Life Conflict refers to demands from personal and professional life that are commonly contradictory in some regards to such an extent that taking care of the requests of one part makes it hard to meet the requests of the other part. Sometimes leads to the negative spillovers. Work life Conflict can take different forms and can be in the field of work or family life. The work-family conflict and the results can be buffered by various behaviors.

Work Family Conflict has been defined as a type of role conflict where certain responsibilities of the work and family areas are not compatible and have a negative influence on the work of an employee of the situation. Its theoretical background is a rarity of the hypothesis which describes these individuals in some, a limited quantity of energy. These roles are usually strongly drain and cause stress or inter-role conflict. The results of the previous research indicate that the conflict work family is related to a number of negative consequences and attitudes of work as the decline in the overall satisfaction at work and greater propensity to leave a position. (R.Balaji, 2014) Researchers define the incompatibility between the world of work and the field of the family as the work-family conflict. Conflict between these areas occurs when the participation to a role more difficult due to the participation in the other role. Today, work-family conflict (work interferes with family) is more widespread than the work-family conflict (family interferes with work) if the two can occur. However, regardless of the direction of the causality, when a domain is discordant with another field, the result is the conflict and the increase in the stress on the individual. The theory of attribution members that there are explanations both internal and external to the work and the family work conflict. (Sudha & Karthikeyan, 2014)
Work-family conflict occurs when the activities of work interfere with family activities, and in the opposite, the work-family conflict occurs when family activities interfere with the activities of work (Breaugh & Frye, 2007; Hill, 2005). The literature indicates various definitions of work-family conflict and family-to-work conflict.

Boles, Netemeyer and McMurrian (1996) describe the work-family conflict as "a form of role conflict in which general offers of, time devoted to the strain, and created by the family of interfere with the execution of the responsibilities related to the work", and work-family conflict as "a form of role conflict in which the requires, of time devoted to the strain, and created by the work interfere with the execution of family obligations" (Kluczyk, 2013)

Women must fulfill several roles within their family and their place of work. These roles are the following: the spouse, parent and guardian; the management of daily household tasks; and the delivery of services to the Community and the society. Women must also take care of their own health and other personal activities, which are often neglected because of the role overload as well as to a lack of time. All these situations lead to the absence of manifestation of the WLB and many questions of the WLB. The requests from the personal and professional life of women are quite often mutually exclusive, making it very difficult to find a balance between the roles of the request.
2.5 WORK LIFE PYRAMID:

1. SELF:
Self is identity from where the person can start the journey towards her destinations. The self is the entire bundle of most profound sense of being, wellbeing and education. Giving importance to self provides foundation to any woman’s legacy. The answers to the questions regarding her existence, her life goals will guide her towards her journey as an individual and also guide her to play several roles at a time.

2. FAMILY:
It’s an interesting to note that majority of women employees are married; obviously pointing to a trend that financial and emotional support is required not only to ensure success, but also to provide meaning to life. Strong family relationships are the foundation for most career women and they form great role models for their children and social network. All relationships need nurturing with time, love and a constant effort to fulfill needs and expectations. Happy healthy individuals have happy and healthy relationships and this then spills over into their work.

Figure 2.2: Multiple Roles Performed by Women
3. WORK:

“When you’re passionate about what you do, would rather give their business to you than to your competitor,” explains Richard Nelson Bolles, author of the bestselling book ‘What Color is Your Parachute?’ The intrinsic feminine qualities of multi-tasking, networking, and communication results in a workplace which motivates and empowers. Their more worker-friendly policies boost morale and lead to less turnover, less absenteeism and higher productivity. A supportive circle of family and friends is the platform available to seek advice and assistance and a major factor in the success of women employees.

4. COMMUNITY:

Once they move beyond the self and family, women employees find that their playing field encompasses the community and they have the power to make a difference and leave a legacy of positive change in the word. In following their passion and purpose in life they touch the lives around themselves through contribution and effective giving to become social activist. (Mehtha, 2012)

Figure 2.3 Work Life Pyramid

2.6 DETERMINANTS OF WORK LIFE BALANCE/FACTORS INFLUENCING WORK LIFE BALANCE:

It is possible to identify a set of factors that have brought the issue of work-life balance to the forefront of policy debates. Demographic changes including the increase in the number of women in the workplace, dual career families, single parent families and an aging population have generated an increasingly diverse workforce and a greater need of employees to balance work and home life.

Following determinants have been identified which impact the issue of work life balance:

1. Age of an employee / Life Stage of Employee:
There is a significant relationship between age and work life balance. As work life balance is different for different individual, same way it is different at different life stage. Especially for a woman as the age passes it becomes more difficult for her to find a balancing stage in her life. As after some age she gets more burden of responsibility at both the front which ultimately leads to work life imbalance for a female employee.

2. Marital Status:
The marital status of an individual has a significant impact of amount of work life balance. There are more chances of unmarried woman to participate in comparison to married women in paid employment. Even while conducting this research study, at one point of time it was difficult for the researcher to find out married woman for the research. Researcher felt that may be she would get more number of unmarried women. As married women have dual responsibilities at both the personal and professional front that leads to the role conflict and ultimately the problem of imbalance arises. Sometimes may be a young married woman has less conflict but woman married for a long duration and having child find it difficult to balance their life.
3. **No of Members of family:**
This parameter has conflicting results. The women employees having less number of relatives have discovered more work life balance as contrasted with the female representatives having more number of members in family.

4. **Type of Family / Family Structure:**
With the growth of nuclear family system and increase in the no. of single parents family having both positive and negative impact in different areas of life to woman employees. Family structure affects the time management, personal management and work life management of women employees.

5. **No and Age of the KIDS:**
Woman with younger kids are facing more balancing issues as during that period there is a chance of more conflict between a role of her motherhood and a role of an employee. And things becomes worst when she does not get proper child care support neither from her family and spouse or neither from the organization where she works. And then she compulsory has to take her steps back from employment for at least next 5 to 6 years until the child becomes independent of taking care of himself.

6. **No of Dependents:**
Parents of a disabled child can face more stress and having more work life imbalance specially the mother. Normally the care and responsibility of a mother get reduce with the increase in the age of a child but in case of dependent child this responsibility get doubles by this time.

7. **Present annual income of employee:**
The women employees getting handsome salary have less work life balance issues as compared to women getting low salary. And such woman employees do overtime to get extra income which imbalances their regular schedule of work.

8. **Tenure in the present organization:**
The women employees having worked for the organization for a more extended time discover more work life balance when contrasted with females with less tenure in the
organization. The reason being as the women employees who joined recently are not having arrangements of many leaves in the meantime, while numerous are having a tension in their mind about their performance.

9. **Department in which an employee is working:**
This is additionally one of the deciding factors of work life issues. The women employees working in couple of offices discover more balance when contrasted with women employees working in other departments. Example female representatives working in HR, Admin division discover more balance as compared to female representatives working in Accounts, Marketing offices. E.g. Doctors and attendants discover more imbalance when contrasted with an admin staff.

10. **The type of company in which employee is working:**
The researcher has got the respondents from service sector. The main focus of the survey was important 5 types of organization in service sector viz. Education, Banking and Financial services, Hospitals, Hotels, IT & ITES and few respondents besides these were put under others category. The employees working in education sector find more work life balance as compared to hospital and hotel sector. Banking and financial services sector employees find it difficult to balance during peak times as financial year ending. The employees in IT & ITES organizations find it easy to manage with work life conflict due to the major reason of availability of flexi working and working from home with the use of technology. Where as in case of Banks, Hospitals and Hotels the physical presence of employees is required as compared to IT & ITES companies.

11. **Nature of the job:**
The women employees working in an organisation which provides part time or flexi time working have more balanced work life.

12. **Educational Qualification:**
Those women employees who are not graduate or who are at least graduate find more work life balance issues as they get less salary, working for long hours and do not get
time for their higher education. So, entering into a paid employment at the early stage of education affect work life balance of women employees.

13. **No of Years of Previous experience:**
An employee becomes comfortable to a job and the place as time passes. With the experience they also find many coping mechanisms to have balance. But for a fresher it is very difficult as they have to make number of adjustments and yet to learn technique to perform a particular job.

14. **Level of hierarchy in the organization:**
With the increase in the designation of an employee, responsibility also increases and to fulfill this responsibilities an employee has to work for extra time which leads to dissatisfaction at personal life.

15. **Term of Contract:**
The security of having permanent job increases the satisfaction. But the women employees having temporary or contractual job always have the fear of termination or either have tension to get permanent through their performance and also work extra for less salary. So these lead to work life imbalance.

16. **Mobility from Native Place:**
Going away from home to find employment leads to work life balance issues as the person stays away from the family cannot give his sufficient time and attention to his family. And in case of female employees family dissatisfaction is at its peak while they are away from their family for employment. For these reasons many women employees prefer only local jobs.

17. **Attitude & Values of person at work:**
In spite of having many issues at work a person with a positive attitude have it all for work life balance.
18. Situational Factor:
Sometimes some situation in one’s life also leads to work life balance. For instance in one situation where a six year old son of woman employee used to live with her grandmother but due to death of her grandmother the woman employee now has to adjust her life in such a way to look after her son properly.

19. Psychological Factors:
Many psychological factors like capacity to work under pressure, one’s reaction under particular situation, feeling of guilt about some particular role, mental presences affects work life balance of a woman employee.

20. Weekly working hours:
Long working hours are one of the strongest factors of work-life imbalance.

21. Support from Employer & Management:
The policies framed and executed by management of the organisation also affect the level of work life balance of women employees. If the management is not interested at all in providing any kind of facilities for work life balance, the employees get affected by such an approach.

22. Support from Colleague:
The conflicting situation with coworker always creates tension and stress. So women employees should try to develop a healthy relationship with the colleagues.

23. Support from family members:
Without the active support from the family members it becomes difficult for a woman to maintain balance.

24. Family Friendly Policies:
On the positive side, those who reported that they worked in an organization with a friendly climate, where more human resource practices are in place and where they
have more scope for direct participation and autonomy reported fewer imbalances. From a policy perspective, it is interesting to note that the presence of family-friendly practices was not associated with a reported work-life balance. This implies that they were either ineffectively implemented or that they may have lessened but did not eliminate the problem.

25. Technology and its use:
As there are always two sides of a coin the technology also affects both positively and negatively on work life balance. Many technological equipments helped women to boost up their speed either at home or at office. But such technology like use of social media, internet is time consuming and may have a negative impact on scheduled activities. And also the boundary between work and home is also blurring as the ratio of people working from home increasing day by day.

26. Long Working Hours:
There is a strong correlation between long working hours and work life balance of women employees.

27. Energy Levels:
Energy levels are often ignored but in the context of high demand need to be taken explicitly into account. They may be linked to issues of personal control, including locus of control and capacity for coping with pressures of competing demands.

28. Self-High Expectations:
Keeping high self expectations and then failure to satisfy that will certainly lead to work life imbalance.
2.7 IMPORTANCE OF WORK-LIFE BALANCE FOR WOMEN:

There is confirmation of the fact that people entering the workforce today are laying emphasis on the importance of Work-life balance more than their predecessors.

Urbanization and industrialization has enabled the women to come out of four walls and view the outside world by their own eyes. The economic forces urge for self identity and channelizing the education undertaken has made them to take up employment, be it married or single women.

The working woman has to perform dual roles in two different situations. At home she has to perform the role of a daughter, a sister, and after her marriage she is a wife, mother and a daughter in-law. And at work place, she takes up completely different role of an employee.

The employment of the women is beneficial to both fronts. At family, the standard of living of the family as a whole improves because there is an additional source of income at home. They are able to move beyond the limits of meeting the two ends. The future of the family and the women is secured. Employment of the women in their respective organization has enabled in increasing the production and thereby enabling the progress of the nation as a whole.

But the rosy picture is not as rosy as it looks. The underneath thorns are not visible to all. She has to toil day and night to balance the situation in both the fronts and thereby keep harmony. The fact, that those women, who are working outside the home, bring a change in the family situation. The multiple roles become demanding and it affects her functioning.

And also the socio-demographic, cultural and technological changes in the work force, increased competitions forced an employee to be a full time employees without considering the time limitations but in case of women employees as they as the equal
demanding responsibilities at home front it becomes difficult to draw equal attention at both the fronts.

Work and Family Life share an immediate association with the other. The review on the diverse viewpoints which is important to see how one influences the other: work life can either elevate or damage to our family life. Our family life can have positive or negative consequences for our work, practices and results. For instance, long working hours, over-involvement in the work and the worry at work can create in the field of the misery of the family, the withdrawal of family obligations and to hurt the general personal satisfaction. So also, expansive duties regarding extensive care and cooperation in family may restrain the decision to continue a job and the goals and adversely influence their support in the work Place, work fulfillment and expectation to proceed with their work. Interestingly, there are different assets from his work as the pay, independence in the work and the social relations with colleagues and additionally the superiors affect the experience and well being of the family.

With the active involvement of women in the workforce and a stereotyping of typical gender based roles, men and women are confronted with the day by day issues of the administration of their work and family duties in order to address the issues of their family and in addition their work. Understanding the interface of work-family can enable women and men to accomplish a superior balance between their work and family parts. The experts, self-awareness and other decision makers can utilize this learning to plan arrangements and projects to advance a superior personal satisfaction for the employees.

The issue of work life balance ought to be taken care and handled by the employer and the family members of a woman as her employment is straightforwardly or by implication productive to every one of them.

A woman with a balanced life can have more fulfillment and profitability, a great wellbeing, less absents at employment, will turn out to be more prompt, faithful and self persuaded. What's more if this will prompt her professional stability, execution
evaluations and advancement which at last ascent her socio-economic status and a successful balanced work life.

2.8 BENEFITS OF WORK LIFE BALANCE:

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. Furthermore the adoption of work-life balance policies and practices can improve an organization’s ability to respond to customers’ demands for increased access to services and deal with changes in a way that can be satisfactory to both employers and employees. Helping individuals and families achieve a balance between their work, family and lifestyle commitments by introducing work-life balance policies (i.e. policies that help people meet the needs of their work life and personal life) can provide benefits for both employees and employers.

2.8.1 BENEFITS TO THE EMPLOYEES

1. The level of motivation and job satisfaction of employees lead to increased focus on goals at both the front.
2. Employees have more Autonomy to make decisions regarding work-life balance
3. A wonderful felling of having improved work-life balance leads to a reduction in the negative impact of work on home and family life
4. The employee experiences a kind of mental peace and reduced stress levels when they have a kind of equilibrium between personal and professional life.
5. A successful time management will further have control over meeting work-life commitments
6. The employees feel secure about their job as that an organisation understands and supports workers with family responsibilities.
7. With increasing company focus on the high cost of health care, work/life programs are becoming an intelligent choice to help lower the number of health care claims.
2.8.2 BENEFITS TO THE ORGANIZATION:

The benefits of the work-life balance policies are not limited to employees using the policies, but also to the employer to provide them.

The acknowledged advantages of the introduction of policies to work-life balance for employers include:

1. The cost of the bearing and accompanying loss of valuable knowledge of the business can be considerable. The programs work-life offers a solution to water the ills. The efficient employees have most likely to consider their ability to balance work and personal responsibilities in a decision to stay with the company.

2. Lower recruitment and training costs, associated with the reduction of the rate of bearing: the obtaining and the retention of a staff can be reached by good policy to work-life balance. Find and retain a competent staff can be difficult, especially in a tight labor market. Employers who can offer the work-life balance and flexible work options are likely to have the competitive advantage, have access to a larger pool of recruitment, and are more likely to keep the existing staff. Due to the flexibility of working conditions and other initiatives work-life, many businesses have a greater retention of graduates and women returning from parental leave.

3. Become a good employer or an employer of choice: to be an "employer of choice" can offer you a competitive advantage to attract the talent. Employees who are positive about their workplace contribute to foster a positive attitude in the whole of the community. The companies are more and more to adopt practices that make a positive difference for the environment and society. The staff is an essential element of the business resources, so that it is logical on the plan of the business to develop and to protect this resource. The initiatives work/life create, promote the brand image of the positive employer being an employer of choice, foster citizenship, the Organization and the support of diversity initiatives.
4. Increase the return on investment in the training that employees remain longer: good initiatives of the WLB by organization to improve the rate of retention.

5. The decline of the Absenteeism: Research has shown that programs work/life can reduce absenteeism

6. Reduction in the use of sick leave: good initiatives of the organization of the WLB promote the health of employees in their turn a reduction in the use of sick leave.

7. The reduction in the levels of stress of worker: the policies of the WLB and its use to reduce the level of stress among the employees of the Organization.

8. Improvement of morale or satisfaction: poor work-life balance can cause stress and absenteeism, and low. Help employees to achieve work-life balance is an integral part of their health and general well-being, to increase their job satisfaction and motivation. They are likely to be more engaged, more flexible and better adapted to the company and the needs of clients. The research indicates that the commitment of the company work initiatives/life is closely linked to the motivation of employees and productivity.

9. Greater loyalty and the commitment of the staff: good work-life balance in the political organizations of winning the loyalty and commitment of employees.

10. The improvement of the Productivity: the obtaining and the retention of a staff and to obtain the best of them will contribute to increase the productivity. The costs associated with the recruitment, the training and the reduced absenteeism and employees will be more motivated and committed.

11. A better team work and communication: good work-life balance policy encourages the team work and good communication.

2.9 THE BARRIERS OR CHALLENGES TO THE WORK-LIFE BALANCE:

1. Not for Implementation work only paper: Many organizations have policies that on paper. There is very less of concern for the implementation of the policies.
2. Lack of communication: communication about the programs work/life is essential. Although an organization may offer a rich menu of benefits work/life, the desired effect of the positive effects the results of the company is unlikely to occur if the employees do not know the programs or understand.

3. The team work: the introduction, the exploitation and the implementation of the work-life balance requires the collaborative work and is in large part a holistic process.

4. Time: The implementation of a strategy of the WLB takes time. The deadlines for implementation must be realistic

5. The size and structure of the Organization: The size and structure of an organization can present difficulties in the implementation of the human resources policy. The introduction of elements of work-life balance policy through a pilot program for example, working at home may have been more interesting than to engage the whole organization.

6. Support of the Employer: Initiatives in place of work of any kind are likely to fail if they do not have the full support of all levels of management. The support and training of managers in the application of the WLB is imperative. Beginning of the commitments with the executives results in a higher level of commitment.

7. The early awareness: early awareness sessions for managers on the work-life concept could have helped to mitigate the initial concerns.

8. The delays in the decision-making: more dependence on working groups to delay the decision.

9. Difference of interpretation: flexible working practices can lead to different interpretations leading to the inconsistency of the approach. The management of performance must be treated in the appropriate manner.

10. Champions of the WLB: Increase of the physical presence of the project officer. champion can allow a better monitoring of the pilot projects. At the beginning of the use of the tool of communication dedicated intranet would have been able to provide a
greater concentration to the communication on the work and results of the project the need for clarity for the terms of reference of the working groups and the roles and responsibilities of the members of the group.

11. When compared to the practices of the WLB grouped isolated: there is something of a puzzle on the reasons for which family-friendly policies and practices do not appear to improve the balance of work and personal life to the extent where we can expect. The practices favorable to the family will have little impact, but that a comprehensive set of practices are associated with assessments of superior quality of the performance of business. Although their focus is on the performance of the company, there may be consequences similar to their impact on the employees. An interpretation of the presence of a set of practices is that they have become an integral part of the culture of the organization while the insulation and exploitation on the margin. This would reinforce the importance to take into account the organizational culture and climate as a unit of analysis as far as the specific practices. (Mehtha, 2012)

2.10 ROLE OF THE EMPLOYER IN THE WORK-LIFE BALANCE:

In the surveys carried out, it has been found that the vast majority of employees support the concept of the WLB. In fact, it has become a legal necessity where the concept of "equal opportunities" is almost mandatory. On the other hand, it is considered as a company (USA) for them in terms of retention of the talent and productivity in all sectors of the industry. In a time where the attrition is a major concern in all sectors, they have the impression that it is wise to adopt practices of work. Employer may facilitate the reconciliation of work-personal life with a lot of regimes which can attract employees and to meet their needs. Some of these are easy to care for the children, the financial planning services for employees who need it, flexible hours, job sharing, full-time, leave, paid and unpaid, to respond to the needs of the employees, plans subsidized food and insurance plans.

Today the work-life balance has become a concern more and more widespread to the employers and the employees. The demographic changes as seen in the increase in the number of women in the workplace and dual career families have generated a place
more and more diversified and a greater need for employees to balance their professional life and life.

In her research Mehtha (2012) has revealed about the different practices followed by the organisations to deal with work life issues of employees. These practices are as follows:

2.10.1 Organizational practices addressing work life issues of employees:
The range of Work Life Balance initiatives by the organizations available can be grouped into 3 main areas:

1. Leave provisions (such as parental and family leave): Facilities like Careers Leave, Opportunity for leave if Care arrangements for children or other dependents breakdown, Study / training leave, Career Breaks, Cultural / religious leave, Bereavement leave, Pooling of leave entitlements are offered by many organizations to the female employees to manage the work life issues. Maternity and Parenting policies like Unpaid maternity /paternity and adoption leave, Paid maternity leave, Paid paternity leave, Paid adoption, Opportunity to return to the same job after maternity / paternity and adoption leave, Safety at work during pregnancy (e.g. changing the work of pregnant women to avoid long periods of standing or lifting heavy objects), Pre-natal leave (e.g. time for pregnant women or their partners to attend medical appointments during working hours, either using additional leave or sick leave), Staggered return to work after pregnancy (employees being able to negotiate a temporary reduction in hours of work when they return to work) etc are adopted by many organizations to address the issues of work life balance.

2. Flexible hours provisions: Flexible work arrangements like job sharing, flexible start and finish times, Telecommuting, Cap on overtime, Opportunity to negotiate part-time work for full time employees, Time Off in lieu and rostered days off are offered by many organizations.

3. Additional work provisions: Telephone for personal use, counseling services for employees, Referral services for employee’s personal needs, Health programs, Parenting or family support programs, Exercise facilities, Relocation or placement
assistance, Equal access to promotion, training and development are some of the other provisions by the organizations to support the work life issues of female employees.

2.11 CONSEQUENCES OR IMPACT OF WORK LIFE IMBALANCE:

It can be tempting to rack up hours at work, especially if you’re trying to earn a promotion or manage an ever-increasing workload. Sometimes overtime may even be required. If you're spending most of your time working, though, your home life will take a hit. Consider the consequences of poor work-life balance:

1. **Fatigue or Low Energy Levels:** When you're tired, your ability to work productively and think clearly may suffer — which could take a toll on your professional reputation or lead to dangerous or costly mistakes. At the same time when employees feel fatigue due to tiresome work at professional front, when they return home they are left with no energy to interact with family members.

2. **More pressure on household work:** Due to excessive pressure at home front female employees complaint getting late very frequently to job.

3. **Lost time with friends and loved ones.** If you're working too much, you may miss important family events or milestones. This can leave you feeling left out and may harm relationships with your loved ones. It's also difficult to nurture friendships if you're always working.

4. **Increased expectations:** If you regularly work extra hours, you may be given more responsibility. This may lead to only more concerns and challenges.

The various roles we occupy as parents, partners and employees or employers bring with them different obligations which need to be reconciled. Balancing work, family and lifestyle commitments is often difficult and sometimes the different demands can be overwhelming and incompatible. The consequences include increases in juvenile crime, more drug abuse, are deduction in care of the community and in community participation and less willingness to take responsibility for care of elderly relatives and for the disadvantaged. While steps to redress these concerns transcend work and employment, it is nevertheless argued that the demands of work contribute to a reduced participation in non-work activities resulting in an imbalance.
The result of work life imbalance at the workplace can be that employees are less productive. They remain absent more often, or for longer, they never disclose the real reasons for their absence, may have lower levels of morale, more stressed and more likely to leave a workplace unsupportive of work-life balance issues.

The objective of the study undertaken by the researcher is to find out the impact of socio economic variables on work life balance of women employees.
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