

# Review of Literature on Two Decades of Intervening Factors Influencing Work-Life Balancing Aspects among Working Women

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## Introduction

Work life balance is defined as “the management of one’s professional responsibilities and family responsibilities towards children, ageing parents, and disabled family member, or a partner/spouse effectively. One can have work-family balance, but may or may not have anything left for oneself, for one’s community, for one’s own personal growth and development, rest and relaxation”. (Buddhapriya,2009)

The field of management is closely aligned with organizational behavior, which is multi-disciplinary in nature drawing from many fields in the social sciences, and seeks to understand behavior in organizations by examining individual, group, organizational, and inter-organizational dynamics (Miner, 1988). It is relatively accepted recently that work and family issues have been viewed as a mainstream and core management concern. As managers have become more cognizant of the importance of work-life balance issues to efficiency and effectiveness, the management field is gradually moving in practice toward recognition that like other business issues, work and family problems must be analyzed in the context of organizational behavior. New Research on work/life balance is getting a great deal of attention in the academic and corporate worlds.

The approach to understanding career development from an individual’s perspective has long been dominated by the idea that individuals pass through distinct career and life stages. There are different needs and challenges associated with each of these stages. During young adulthood, individuals are concerned with adjusting to the working world and establishing themselves. This is also the time of peak fertility for women. Concerns regarding career establishment versus family establishment are often in the forefront. Middle adulthood is characterized by reappraisal and concerns regarding career accomplishment. Older workers’ issues center on fear of stagnation and planning for retirement.

There are important differences between workforces with a lot of young women in the “fertile” age, like, for instance, in temporary work agencies, and a workforce with mainly mature female engineers with children in the adolescent age, as in more traditional and mature industry sectors. These differences need to be taken into account while designing career systems within the organization. Organizations are interested in achieving an optimal match between individuals and jobs. Career development systems refer to the formal structures for evaluating and developing employees within organizations. Clearly management plays an important role in this system as employee evaluation is based on the expectations and implicit standards against which managers judge employees. Successful career management depends on an integrated and comprehensive system of associated practices such as performance appraisal used for career planning, succession planning, and formal education opportunities (Allen, 2008).

Present study aims to intervene the previous researchers’ analytical views and to address the above discussed issues from organizational perspectives.

### Objective of the Study

- To study the Work-Life Balance Intervention factors among working women
- To identify the intervening factors from organizational perspective

### Methodology

Present study was conducted based on secondary data. Researchers work has been considered to understand work-life balances related factors. Interventional Factors related to work-family conflicts, work –life balances, work roles and family roles, work-life-family stress coping strategies, and outcome based factors such as job satisfaction, job performance, HR interventions, Organizational initiatives in WLB, work life balance policies were considered in collecting secondary data. Secondary data was collected from past two decades ie. from 2002 to 2022.

**Sample** – Published Research articles and a research thesis are considered in the present study

**Research Design-** Work Life Balance Related Research Articles at global context and Indian context is considered so as to understand from the holistic perspective

Teo (2022), examined the challenges of combining wage work and care responsibilities in various societal contexts. National variations reveal that public policy and care infrastructure have major effects in shaping gendered patterns, class inequalities, as well as overall wellbeing of parents. Childcare centers and schools can enable people with children to pursue jobs and careers. His study highlighted education systems’ which demands can become a major component of parental care labor. Drawing on interviews with 92 parents in Singapore, his research concludes that education care labor impedes work-life reconciliation as well as deepens the significance of gender and class.

Sarah Elana Althammer et.al (2021), examined three-week online 190 participants and assessed the daily effects on work–family conflict and satisfaction with work–life balance. His study revealed that positive effects work–life balance satisfaction in women employees.

Wolor, Solikhah et al. (2020), assessed effectiveness of work-life balance and work motivation on millennial generation employees' performance during COVID-19 pandemic that require to work more online. A Sample of 200 employees were assessed at Honda motorcycle dealers in jakarta, Indonesia. Their findings indicated with a positive result of pay attention to factors of e-training, e-leadership and work-life balance during COVID-19.

Batainch (2019), investigated relation among work-life balance factors with a survey of 289 employees in Jordan and found that work-life balancing factors significantly affect employee performance. His implications were at pharmaceutical industries sector in Jordan.

Soomro, Breiteneker & Shah (2018) explored the relationships between work-life balance concepts and perceived employee performance with job satisfaction serving as a moderating variable. Their findings reveals work-life balance concepts have a positive effect on perceived employee performance and employee satisfaction.

Dizaho, Kadarko et al. (2017), reviewed the areas of work life balance and flexible work schedules. Their findings reveal that flexible work schedule and arrangement is an effective means of achieving work life balance. Their practical implications includes lack of implementing appropriate strategies to minimize work life conflicts but awareness on work –life concept results led to major growth in work-life balance solutions.

Mohanty & Jena (2016), their study assessed issues and practices of changing workplaces with changes in socio-cultural aspects. The study revealed that creating flexible environment would help employees to manage their work and family together.

Swathi and Mohapatra (2015), examined work-life balance of working women in different professions. The study identified various models of work-life balance that help HR Managers to formulate WLB strategies for women employees.

Suma & Bhaskar (2014), studied work life balance relational structure and agency of Indian women executives and examined social production in collectivist culture at metropolitan cities in india. They interviewed 105 senior women to find cultural fit roles in their careers. The study implications negotiate structural constraints integrating social production.

Singh (2013), observed workforce systems at work and life patterns of employees. The study proposed a model focuses initiatives/strategies adopted by HR professional in the organization to balance their work and life interface.

Sree Jyothi (2012) in her dissertation thesis of Work-Life Balance among 443 Women employees in Organizations: A Study in Andhra Pradesh, investigated personal and organizational constraints in work-roles and family roles of women employees. Motivational for balancing aspect has been critically examined through role efficacy and emotional intelligence factors. Thesis reveals that there is a significant difference exists between education and work life balancing factors. Findings reveals that there is necessity to provide required infrastructural facilities in promoting employee work-life effectively.

Delecta (2011), article analyzed from organizational context, identifies that career as core of life for working people and became potentiality to enable stand point in terms of work-life balance with coping strategies from mishaps experienced previously

Doble, Niharika and Supriya (2010), addresses work-life balance across gender and identified the need to improve work-life balance practices to enable employees to balance both at congenial work place and family place.

Buddhapriya (2009) studied the impact of family responsibilities on the career decisions of women professionals and probed the type of work-life support they experience from their employer. The study was conducted on 121 women professionals across different levels. The study reveals that commitment to family responsibility and lack of gender sensitive policies by employers are barriers which affect (women professionals) career advancement as they are making career trade-offs because of the family responsibilities.

Cousins and Varshney (2009) examined social, political and technical issues to increase productivity and Work-life balance. The study considered different ways of organizing physical space, controlling accessibility and managing life space transitions. The study suggested that ubiquitous computing environments and networks can be designed to support Work-life integration and segmentation. Results reveal that ubiquitous computing environments tends to support users' preferences for blurred or defined boundaries, while facilitating their well being and feelings of satisfaction in both work and life. Facilities include flexible interfaces, smart wearable devices, location-management, multi-network access, context-awareness, the ability of sense and so on.

Roberts (2008) examined the concept of work-life balance through a broader concept of the temporal dimension than simply limited quantitative notions. The study identified a working pattern to suit the various and multi-dimensional facets of their lifestyles which successfully improved Work-life balance.

Jennings, Douglad (2007) created work family interface model and mechanism into entrepreneurship theory. The model states that women entrepreneurs experience greater work-family conflict, coping strategies and show high performance by balancing both work and family roles.

Sharma and Jyothi (2006) examined relationship between job satisfaction and life satisfaction of 120 teachers working in the University of Jammu. Exploratory and confirmatory analysis reveals that job satisfaction and life satisfaction are positively related with each other and also reciprocal in their effect.

Jeffery, Nathan, Marcie (2005), reports a meta-analytic test of a two-dimensional work stressor framework with respect to stressors' relationships with strains, motivation, and performance. Hindrance stressors had a negative direct effect on performance, as well as negative indirect effect on performance through strains and motivation. Challenge stressors had a positive direct effect on performance, as well as offsetting indirect effects on performance through strains (negative) and motivation (positive). Results suggest research and practice could benefit by distinguishing among challenge and hindrance stressors. .

Rajadhyaksha, Mita (2004) examined four time phases beginning with the period after independence up to mid-2000 in order to trace a timeline for work and family research. The study has evolved into a sub-area of cross-disciplinary study of women's studies centers with a focus on underprivileged women that looks at structures of patriarchy and their contribution to subordination of women at work and home. The study revealed that there has been little cross-pollination between work and home.

Kossek (2003) noted that the traditional research on managerial work family policy can be organized into several streams: an adoption stream, a demographic stream, and a policy impact stream. Research from the adoption stream tends to focus on the organizational level of analysis and examines employer characteristics predicting policy adoption or availability and work-life responsiveness, as well as variation in availability by industries and job groups. Research from the demographic stream tends to focus on the individual employee level of analysis, with regards to the perceived attractiveness, access, satisfaction, and use of policies by various demographic groups focusing on employee family-relevant demographics (e.g., gender, age, number and ages of dependents).

Manus, Karen, Hazel, Kevin (2002), examined employed mother's experiences of work-family issues. The results reveal that for higher level occupations depended upon marital status, family demands and income. Married women with lower family demands and higher incomes reported less informal support, but were more satisfied with formal work-family policies and rated them as more important. This was related to higher work/family, but lower family interference with work (Family/work), and higher job and family satisfaction.

### **Findings**

Present study attempted to highlight the intervening factors influencing work life balance among working women in the context of job satisfaction and career aspirations. (Objective 1 fulfilled)

Organizational initiatives and intervention of HR policies would create a healthy environment among families and peer relations at workplace. (Objective 2 fulfilled)

## Conclusion

The amount of published literature on Work and Life Balancing intervening issues have exploded during the past two decades. Much of it is oriented towards statistical observations of the extent to which work involvement has disrupted “traditional” family life (Friedman, 1987), together with anecdotal reports of what major corporations have done to help resolve these problems (Galinsky and Stein, 1990). The percentage of women in the active work population has increased rapidly in USA, Europe, Asia and Australia (Pituc, Sarah and Kaiser 2007). Work-life imbalance and the associated conflict have been shown to be related to decreased feelings of well-being (Kinnunen and Mauno, 1998), increased psychological and physical complaints (Frone, Russel, & Cooper, 1992), and increased work performance and personal life imbalance (Netemeyer, Boles & McMurrin, 1996). Maintaining the work-life balance of key employees helps to reduce the risk of stress and burnout (Bacharach, Bamherger, & Conley, 1991).

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