



## Dimensions of work life balance among women employees in contemporary organizations- A systematic review

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### Abstract

The contemporary organization structures in knowledge-based economies, have significantly impacted the manner in which employees perceive their role, absolute and relative, in overall goal attainment and strategy formulation. In this regard, there is a need to identify specific challenges and opportunities available to women employees, who have played a pivotal role in breaking the "glass ceiling" In this regard, an attempt has been made to undertake a systematic review on perceptions of existing literature towards work life balance of women employees, and the implications it holds for the decades to come.

**Keywords:** glass ceiling, performance related pay, gender equality, flexible working hours

### Introduction

Work life balance may be understood as the equilibrium established between professional goals and personal space of an individual. In other words, it is the degree of success which is attained by an individual in balancing personal and professional objectives.

From the perspective of work life balance, examining what it may involve beyond fulfilling childcare responsibilities might shape understanding of work-life balance. (Kelleher, Julia and Galina)

Poor work life balance often is a major criterion that affects career paths of women employees along with glass ceiling. "Glass ceiling" was introduced to exemplify a world where businesswomen in their attempt to reach top positions were obstructed by corporate tradition and prejudice. (Bhawana, 2013)

Equal priority to both roles suggested that by giving equal priority to both roles, work-family conflict — mutually incompatible pressures from the two domains — could be rapidly resolved. By focusing on employees with family responsibilities, however, the notion of work-family balance was considered in practice as triggering off a backlash in the workplace among non-parents (Gregory and Milner, 2009) Flexible working practice need to be introduced. It focuses on working practices and stresses that is required for work-life balance for all workers, not just those with caring responsibilities. (Diane). Additionally, Family leave program which emphasize on parental leave, adoption leave, compassionate leave, on-site childcare, and financial and/or informational assistance with childcare and eldercare services need to be focused. (T. Alexandra and Lesley – 2009). Self-esteem for women assessment among university and an assessment of the current level of empowerment among Saudi women in academics.– (Friday Okonofua, Akhere Omonkhua)

### Some major aspects to be considered in the 21<sup>st</sup> century with respect to work life balance are:

Transformative strategy (Yvonne, Charlotte, Marieke van den Brink, and Anna - Jan 2015)

the post-equity approach that focuses on improving organizational effectiveness by interrupting the processes that produce gender inequalities needs to be assessed. Next on diversity/gender mainstreaming that aims to ensure that organizational policies impact evenly on all personnel and eliminate inequalities in organizational routines. Then, strategies to create inclusive organizations use the diversity of knowledge and perspectives that members of different groups bring to the organization to shape the organization's strategy, work, management, and operating systems and its core values and norms for success. Performance related pay incidence the variety of WLB practices (e.g., Flexitime, Telecommuting, Satellite Office, Transition Period Part-Time Schedule; and Daycare service assistance (e.g., onsite daycare services and daycare service allowances for those who use other daycare services)-(Takao, Naomi, September 2015)

In the light of these changes, organizations are required to revise their HR policies and practices which are as follows namely: Diversity Management, social cognitive economic factors and managerial positions. Diversity management, including age management, is a positive solution for the challenges. (Agnieszka F, Jagoda Stompór-Świdarska, Magdalena Ślzyk-Sobol) - 3.9.2015. Social cognitive economic factors explain how gender equality can be bridged in the workplace through the empowerment of women workers' that enhances the ability to craft and narrate personal branding and self-confidence to gain better condition in the workplace. (Rusman, Nurdiana, Isnir. June 29th, 2022). Undertaking managerial positions where female has to strive hard for being emphasized and uplifted. (Jurgita, Jeniboy,,Ignas.) Thus by improving quality of life it helps to increase access to education, health, sanitation and other basic needs of all people regardless of their sex, color or caste. (Dr. Pallavi and Ms. Khushboo.)

**Table 1:** Particulars of Studies Reviewed

SI No	Title/Author	Year
1.	Work life balance a matter of choice? – Gregory. A, Milner	2009
2.	Work life balance in 21 <sup>st</sup> century – Diane. M. Houston	
3.	Making the link between work life balance practices & organizational performance – T. Alexander Beauregard & Lesley. C. Henry	2009
4.	All of work? All of life? Reconceptualizing work life balance at 21 <sup>st</sup> century – Clare Keller, Julia Richardson, Galina Bioarintseva	
5.	Challenges of women empowerment in a private organization in Malaysia – Selvi Narayan, Bekialekshmi Selvanathan	2017
6.	Women empowerment : A new agenda for socio-economic development in Saudi Arabia – Friday Okonofua, Akhere Omunkhua	
7.	Women empowerment cracking glass ceiling at work place – Dr. Bhawana Bharadwaj	2013
8.	Factors for assessment of women empowerment : theoretical approach – Jurgitha Raudeliuneiene, Ignas Dzemyda, Jeniboy Kimpah	
9.	SCMS Journal of Indian Management 1. leadership determinant of women empowerment – Pallavi Mehta & Khusboo Sharma 2. Block building corporate & Nations : Global strategy – Suresh Mallya & N.R.V Prabhu	2014
10.	To be or not to be a woman? Highly educated women’s perception of gender equality in a work place – Nina Polaski Vokic, Dubrata Sincic, Coric Alka obadic	2017
11.	Corporate Board Quotas & gender equality policies in the work place – Andrey Latura, Anacatalona weeks	
12.	Work life balance practices, performance related pay, gender equality in the work place : evidence from Japan – Takao Kato, Naomi Kodama	2015
13.	More company are committing a gender equality but progress will remain slow unless we confront blind spot on diversity – particularly regarding women of color, employee perceptions of the status quo – Alexis Krivkovich, Kelsey Robinson, Irina Starikova, Rachel Valentino, Lareina Yee	2017
14.	Gender equality at work place : Malaysia ‘s stance and prevailing challenges - Reena Baskaran, Moraliza Jalal, Nirosha Tanga Rajoo, Sharmini Nair Prathaban, Prasath Ambalagan	2020
15.	Bridging gender equality in the work place : the role of personal branding & self confidence – Rusman Frendika, Nurdiana Gaus, Isnair Budiarti	2022
16.	Effective time management: A Panacea for higher productivity in organization – Angelo. N. Okolo	
17.	Age management within organization – employees’ perceptions of the phenomenon — Agnieszka Fornalcyk, Jagoda Stompor, Swiderska Magdalena Slazyk – sobol	2015
18.	The importance of knowledge management in organization – with emphasis on the balanced score card learning and growth perspective – Danijela Jelenic	2011
19.	Future challenges for practices of diversity management in organization. – Yvonne Benschop, Charlotte Holgerson, Marioke Vaneon Brink, Annawahl	2015

**Discussions**

The following aspects have been regarded as the most critical variables impacting work life balance among employees

**1. Gender Neutrality**

Gender Neutral way: According to the British household survey panel it has characterized that women has paid a low wage in relation to caring employing lives which made women pay on an hourly basis of part time work. Their access to private child care is limited. A male and female pattern has become informal groups of caring like which shifting patterns of childcare has increased. A strong policies should be given in such a way that paternal leaves, flexible time need to be encouraged., using a life course approach. They focus on the mutual interactions and spill overs between paid employment and home life which, they argue, are often interpreted in a gender-neutral way says Carol Emslie and Kate Hunt. Innovation in gender equality: Flexible working time like 24/7 access for the male need to be encouraged in a such a way that can be compensated in reduction to partners. Implementing pension crisis will encourage employees to stay and have long healthier lives says (Ginn, 2003). According to the survey of Department of Trade and Commerce working for long duration will not increase the productivity but affect individual health.

**2. Family Friendly working hours**

Family friendly working hours: By associating various ways of reconciling paid employment and unpaid care work, providing women part time work which in turns makes the reduce in private child care providers. However this desire is constrained by the need for reliable income and/or aspirations for careers which, currently require long hours, either to make ends meet in low paid work, or to demonstrate ‘commitment’ in career positions. Day care services found a positive change in gender equality: transition period part-time work arrangement will result in a decrease in the proportion of female directors. Day care services enhances gender equality in a work place by having equality diminishing effect of transition period for part time. Due to increase in day care services has increased to efficacy of women to reach at the top level in their work life. Increase in day care and day care reimbursement policy in the organisation has made 10% increase in standards of female employees. If there is a positive age effect of the program, there will be increase in day care services.

**3. Work related stress**

there are physical and psychological cost of work related stress Psychological research has also investigated the

causes of errors in a wide variety of jobs and demonstrated that error-proneness is increased by continuous long periods of task performance, other view states that Different perceptions of obstacles women face -various obstacles like social, organizational, and personal are majorly developed in career development of women. Social obstacles like stereotyping women, home makers, and mothers will be emotional. Men believe that women cannot perform equally as men does, on the other hand women also feel that she is not capable as men in performing demanded jobs like politicians, physicians, managers.

#### 4. Women empowerment

Women empowerment has enabled better results for performance: in the field of education, politics, social media, training, skills, women has played a vital role in developing countries. Empowering women is not only done for independence it also created a structural change in an organization. As women empowerment created a positive role various policies and laws need to be amended at regions, communities, and countries. Women empowerment has started from the households till the community. Various policies and laws enabled women empowerment: In community based context better optimism in community activities, self esteem has created. In quality of life flexible timing, education, income, age, degree of freedom, personal security has created. In women motivation leadership policy, motivation, background, training, learning has increased. In the field of agriculture USAID (United State Agency for International Development Agriculture Program) (Newberry 2012) decisions related to production, power, income, community allocation has done. With feminist relating activity self-esteem, power of choice has seen.

#### 5. Encountering discriminating behavior

this is done by the demographic features like martial status, industry which they are, education and hierarchy level which women stands. Women contributing in construction industry, banking and insurance sector, IT sector feels that men colleagues are paid better. The middle level and lower level women employees were not be about to attend any social gatherings either in personal or professional life as they will be pilled to take care of kids. flexible working hours, tele work, job-sharing, child care, paid time-off for special family events (i.e. first school day), financial support for mothers during maternity leave, "Friday in slippers" or bringing children to work in order for them to understand what parent's responsibilities and business duties are.

6. Labour policies Legislation, cultural evidence reducing gap between male and female: According to the survey of International Labour Organisation- 1997 a study proves that women with her professional engagement closes the gender gap with her productivity. Using the technique of Glass Ceiling women in India has proved themselves by playing eminent roles in their work in all fields of the industry. With her self confidence, motivation and setting as a role models to an industry women has played a vital role in all fields has made an organization change in their culture. survival of women in a kind of work cultures that are dominated by male ideology also depends on their willingness to confront barriers.

#### Conclusion

- Organizational obstacles focus on glass ceiling, insensible work towards mothers, avoid promoting of women, lack of gender diversity, policies and programs and lack of women mentoring programs that promote work life balance.
- A strong policy should be given in such a way that paternal leaves, flexible time need to be encouraged. Using a life course approach. They focus on the mutual interactions and spill over between paid employment and home life
- Personal obstacles leads to priority of work, lack of networking time, priority of work and personal decisions for not accepting higher position.
- Long duration of work with high pressure of time management creates physical stress which may lead to productivity of the work, thus lead to issue in family and personal life.

From the systematic review, it can be identified that similar studies in the Indian context are necessary, in order to ensure that the untapped potential of women in building an organization is well understood, revolutionizing the resourcefulness of individuals and organizations alike.

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