

HR Interventions for Work Life Balance among Women Employees

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Abstract

Global Expansion has led to an increase in the role of women in the world economy. Today more and more women are getting literate and are working in both private as well as public sectors. Their contribution is growing in the total workforce and they are leading high positions in their jobs. But, balancing work life and personal life is a strategic challenge faced by all women employees and their organizations.

This issue of Work life Balance (WLB) with respect to working women has been brought into limelight by various researchers, organizations and employees. It is an issue that is imperative both to the organizations and its workers. This paper highlights the significance of work life balance for women employees and explores the HR interventions undertaken by various organizations to maintain a proper work life balance for them. It also aims to study various models and theories associated with the work life balance.

The study is based on review of various research papers published in online and print journals. On the basis of review done, it can be concluded that employers are becoming quite conscious in intervening HR practices that help maintain WLB among their employees, women employees in particular. This in turn increases satisfaction levels and productivity among employees.

Keywords: Work Life balance (WLB), women employees, HR interventions.

Introduction

Work life balance is one of the rising issues in the earth of Indian Business. In the long time past days, Men were the providers and women were dealing with all sorts of family works. Presently, the monetary responsibilities, society standards have made women to go into paying job (Sawarnalatha, 2015). Women of any age and foundation are highly involved in contributing to their family and work. To manage work and family, there is an imperative need to balance both to enhance efficiency. This led to invention of term "work life balance" in the year 1978 (India) (Ragavan 1978 cited in Punithavalli, 2014). Work-life Balance, the term, used to depict those practices at working environment that recognize and mean to bolster the necessities of workers in accomplishing a harmony between the requests of their family (life) and work lives (Jyothi, 2011). Work life can either improve or take away from our family life. It means that our people life can have some specific or pessimistic effects on our job mentalities, procedures and on its outcomes. For example, wide and unbending work hours,

over-incorporation in work and business uneasiness may make inconvenience inside the family space, pulling back from family commitments and unfairly impact one's over all close to home fulfillment. In like manner, wide thought giving commitments and genuine commitment with family activities can restrict a person's calling choices and desires and unfavorably impact their work commitment, work satisfaction and desire to continue their business. Strangely, there are various resources got from one's work part, for instance, pay, work freedom and social sponsorship from associates as well as managers that can earnestly affect one's experiences and flourishing in the family space. Moreover, person's home and family lives can in like manner fortify or improve the idea of their work lives by giving an arrangement of solid advantages for draw upon. With the developing representation of women in the workforce and an obscuring of customary sexual orientation based parts, both men and women are standing up to with the day by day test of taking care of their work and family duties in a way that addresses the issues of their family and additionally their boss. Comprehension of the work-family interface can empower working women and men accomplish a superior equalization between their work and family activities. Comprehension of family-work linkages can empower people and their bosses to decide the best approaches to lessen work-family obstruction and expansion work-family advancement (Usha, 2014).

Research Questions

1. What are the benefits of work life balance for women employees?
2. What are the major HR interventions undertaken by various organizations to maintain a proper work life balance for women employees?

Research Objectives

1. To study the significance of work life balance for women employees.
2. To explore the HR interventions undertaken by various organizations to maintain a proper work life balance for women employees.

Research Methodology

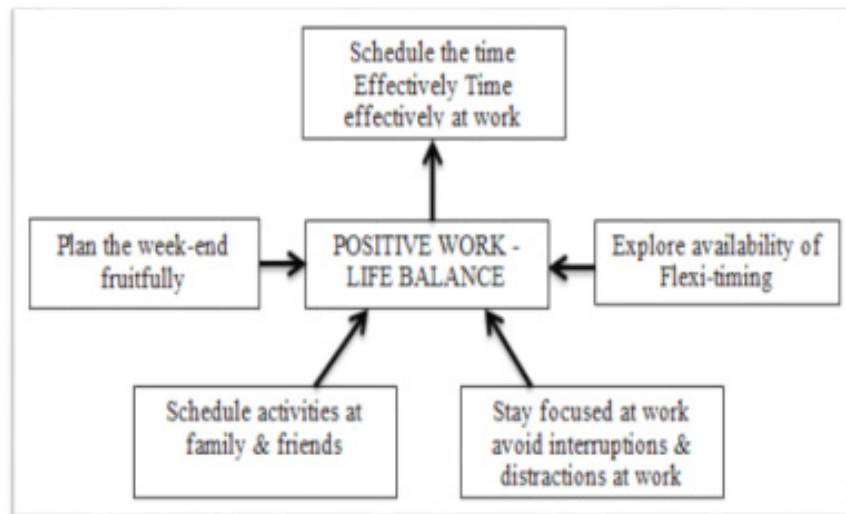
The exploratory study is based on secondary sources such as journals, articles, thesis available online. It includes the data from the year 1978 to 2016 based on work life balance among women employees.

Discussions

Significance of Work Life Balance for Women Employees

Work and family life impart an immediate relationship to each other. According to Baral et al, 2011, Work life balance have been found to expand representative control time and work environment (Thomas and Ganster, 1995) and lessened work-family struggle (Kossek and Ozeki, 1998) and stress (Thompson and Prottas, 2006). Notwithstanding the solid backing for Work life balance, preventative cases propose these advantages are not all inclusive and a few strategies that

show up to be family-accommodating may in reality be negative to the working states of representatives. For instance, working from home and adaptable work calendars are courses of action that may permit or urge representatives to work more (Glass and Fujimoto, 1995). Lakshmi et al, (2013), focused that positive work life balance (See Figure 1) and working women, strengthening plans enabled women to give their best at work. Mehtha (2012) found that proper work life balance reduces stress levels, increased motivation, commitment, job security and job satisfaction.



Source: Lakshmi et al, (2013), pg 55

Figure 1: Positive Work Life Balance

Major HR Interventions undertaken by various organizations to maintain a proper Work Life Balance for Women Employees

The achievement of work-life equalization may be an individual representative's desire and yearning; whatever it may be, it is not her sole responsibility. Work-life equality issue has wound up, basic for relationship to consider (Tenbrunsel et al., 1995). Employers are the advertisers of setting principles and conditions in the workplace are believed to be the facilitators of merging work and gathering of agents. Baral et al, (2011) found that regardless of the way that organizations much of the time describe work-family compromise as a kid raising or ward care issue, after some time, various associations are augmenting the methodologies and practices to reinforce delegates' interest in various life parts and even personal developments. There is a creating affirmation of the need to reinforce not only those with observable family needs and commitments (e.g., working mothers having children care obligations), yet all agents at various life stages who may experience work-life centers regardless of their family status. Prior, reception of work life balance has generally been seen as a handy reaction to the expanding extent of women representatives in the workforce, workers

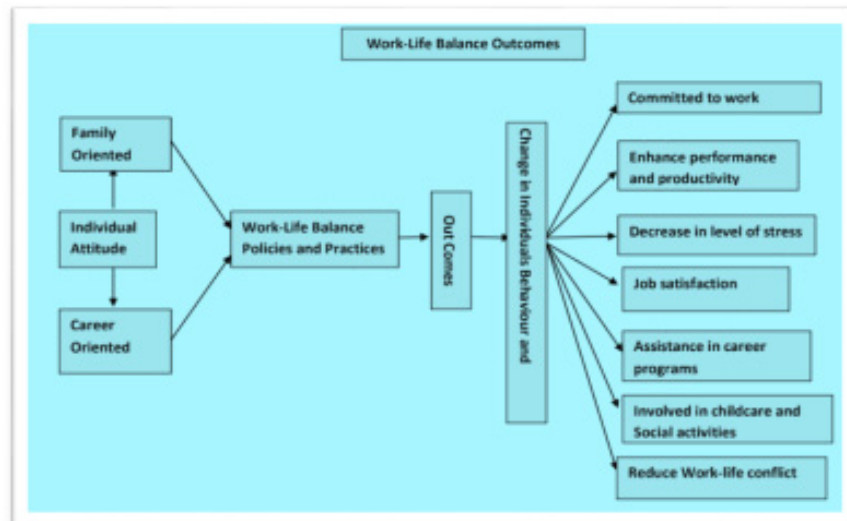
with minding obligations and the issues, for example, truancy, turnover connected with that (Lambert, 2000 cited in Baral et al, (2011)). Be that as it may, as of late, the reception of such projects and arrangements are being considered as a portion of 'high duty work frameworks' (Osterman, 1995 cited in Baral et al, (2011) required for guaranteeing large amounts of representative responsibility and innovation. WLBP's are progressively being considered as key, inventive, critical and dynamic (Lambert, 2000; Perry- Smith and Blum, 2000, Tenbrunsel et al., 1995 cited in Baral et al, (2011)).

Parikh et al (2014) reported that various organizations have stated intervening various HR policies such as Infosys Ltd. has initiated a program named "Infosys Women's Inclusivity Network (IWIN)" in 2003 to create a gender sensitive comprehensive workplace in the organization. This system addresses the work life equalization and the formative needs of their women employees. A special tutoring program for women employees was dispatched in 2008. They also reported that to bolster their women employees they arranged crèches facility. By giving the offices of Flexi-timings and by empowering the arrangement of the system "Maitree" for the life partners of representatives, TATA has build up the steady culture for bringing the groups of the workers together.

Lakshmi et al, (2013) and Deshmukh et al (2016) found that nowadays associations are checking out for work life adjustments and have intercede different HR strategies, for example, flexibility in working hours, offering various leaves and grants, health and fringe benefits, fortifying plans like forums, committees, grievance survey structure; proposal plans where women professionals are locked in to share their points of view, complaints and suggestions with the top management and surmise answers for the equivalent. These plans help the female representatives to work comfortably and young female professionals are trained to work with their best caliber. Barik, P. & Pandey, B., B.. (2016) found that there is an imperative need to incorporate various HR interventions in order to achieve favorable outcomes from the working professionals (figure 2).

Thusly, exercises for instance, versatile working hours, elective work blueprints, leave plans and focal points in lieu of family care commitments and delegate assistance programs have become a vital component of the broader part of the company advantage system.

Lakshmi et al, (2013), stated that women's work life balance has become a critical issue. Authentic information from work study shows that women's employment rates have risen astonishingly every year. Work life harmony depends on knowledge and amusement. Therefore, it can be inferred that female professional should have the opportunities to communicate and within the meanwhile, also have the capability to expertise childhood in her course of action, when a women worker will accomplish and appreciate her knowledgeable and individual life; it implies she encompasses a positive work life balance.



Source: Barik, P. & Pandey, B., B.. (2016). Work-life Balance a Strategic Human Resource Policies and Practices followed by Indian Organizations. Pg. 433.

Figure 2: Work life balance outcomes

Positive work life balance led to various benefits for women employees which are as follows-

- Reduces stress.
- Builds cordial relations with management.
- Improves women employees self esteem power and confidence level.
- Increases motivation level.
- Builds employees loyalty and commitment towards their work.
- Builds sense of job security and satisfaction.
- It also helps women employees in managing tasks and also enhances their productivity.

Major HR Interventions undertaken by various organizations to maintain a proper Work Life Balance for Women Employees

It was observed that number of HR interventions has been undertaken to maintain work life balance among working women. The various HR interventions are as follows-

- Providing Crèche facility.
- Flexible working hours.
- Proper leave arrangements.
- Employee assistance programs.
- Rewards and recognition

- Insurance plans.
- Medical benefits
- Rest rooms.
- Staff tutoring and counseling programs.
- Grievance Redressal System.

These are the some of the major HR policies initiated by various organizations to maintain proper work life balance which enhances productivity of women employees.

Conclusion

It was also found that as socio-demographic and economic changes demands healthy work/life balance, the employers of today's organizations are pressurized to look beyond welfare practices. Today, employers are becoming quite conscious in intervening HR practices that help maintain WLB among their employees, women employees in particular. This in turn increases satisfaction levels and productivity among employees. But, In Indian organizations, there is a long way to see the work/life balancing program as strategic initiatives. Therefore, it can be concluded that there is a clamant need to maintain work life balance among women employees in Indian organizations.

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