



WORK-LIFE BALANCE PROCEDURES AND POLICIES ANALYSIS: COMPREHENSIVE ASSESSMENT

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Abstract

The purpose of this research is to ascertain whether initiatives and actions that promote a healthy work-life balance may be considered strategic decisions in human resource management, resulting in improved productivity at the individual and organisational levels. The present paper reviews the results from several studies that show the positive impacts and benefits of adopting work-life balance practises for people, families, businesses, and society at large. Significant organisational costs are incurred because of work-life conflict owing to poor employee engagement, absenteeism, turnover rates, low productivity and lack of innovation. However, the availability and use of these practises may be hindered by several aspects of organisational work-life culture. There are several ways in which a company's productivity might be affected by its work-life policy. In today's tight labour market, employers may differentiate themselves by offering more than just competitive salaries to potential employees. Expenses may be reduced via increased worker retention if policies are implemented to encourage work-life balance. Policies that encourage a healthy work-life balance have been shown to boost efficiency. Several concepts relate productivity with work-life balance. Some say measures will boost productivity by decreasing employee life spillovers. Many companies believe work-life balance rules improve performance by attracting better people and reducing work-life conflict. The research supports recruitment, but it does not establish that work-life practises promote performance by minimising work-life conflict.

Keywords: Work-Life Balance, Work-Place, Work Culture, Work-Life Conflict, Time Schedule, Performance, Productivity.

1. INTRODUCTION

Work-life balance practises are changes made on purpose by an organisation to its policies or culture in an effort to reduce employee burnout by easing tensions between work and personal life. A significant paradigm change that is still very much “in process” is seeing the value of work-life balance practises beyond their ability to help those with caregiving obligations feel more supported in the workplace.

Competing and multifaceted demands between work and home responsibilities have assumed increased relevance for employees in recent years due to demographic and workplace changes such as emergence of the 24-hour society, technological improvements, the rise of the working woman (couples where both partners work), changes in family structures (increased numbers of single parents), and a reaction against the norm of working longer hours. Because of these changes and the resulting tension between people's numerous responsibilities, organisations are under growing pressure to establish a range of practises that will assist workers in meeting their professional and personal obligations. Companies, workers, governments, academics, and the general public are all interested in work-life balance because of its significance in human resource management.

Considering the dramatic increase in focus on “work-life balance” issues in the last several years, this may seem to be either a novel area of research or a passing fad. But this is not the case. Although research has largely focused on challenges related to juggling a paid work with other duties, especially family, throughout a number of decades, The work-life balance term is a manifestation of culture from a particular era and environment in the West. Most research has been done on how to balance a paid job with other obligations, especially family commitments, over several decades.

Changes in society, the market, and the workplace have always influenced research on this topic. As a result, research on this topic has always changed in response to new trends. As more women went to work in the 1960s, for example, some research focused on “working mothers” or families with two incomes. In the 1980s and 1990s, research and debate about work-family conflict reflected concerns about stress and burnout caused by caused by rapid organisational change.

2. REVIEW OF LITERATURE

The study of work-life balance has advanced greatly in recent years because of societal changes and the growing importance of human resources (HR) to enterprises. Given the importance of human capital to business success, it is essential in the present to develop and execute HR management strategies geared at attracting and retaining the most talented workers. This firm's HR strategy makes use of analysis, planning, and adaptability to boost the firm's performance throughout the medium to long term(Nwagbara, 2020).

Researcher analyse the institution's work-life balance policies and practises considering the challenges faced by workers in Nigeria. The research argues that institutional factors contribute to work-life balance difficulties through shaping the Work Life Balance practises and policies. The study employs 25 semi-structured interviews to investigate the links between institutions, WLB practices/policies, and the resulting difficulties faced by female employees. The research relies on a qualitative, interpretative methodology and an institutional-based understanding of organisational practise. The results provide light on the unique institutional frameworks of Nigeria and the challenges faced by female workers in the country. It was also observed that the specific institutions and environment of Nigeria make it more challenging for women to overcome the obstacles they face in the workplace(Rodríguez-Sánchez et al., 2020).

Gaining awareness of feelings, drawing on and creating feelings to aid cognition, comprehending emotions and emotional knowledge, and reflectively regulating feelings to foster personal and intellectual development. Empirical studies conducted in India (Ramanithilagam and Ramanigopal, 2012; JothiSree and Jyothi, 2012) stressed the significance of emotional intelligence for female professionals striving to maintain a good work-life balance. In addition, Kumarasamy, Pangil, and Isa (2016) found that emotional intelligence is crucial for workers to have a healthy work-life balance based on their empirical research in Malaysia.

Companies might benefit from implementing work-life programmes that encourage employees to strike a healthy balance between their personal and professional lives. There are several policies that help working families, such as flexible work hours, maternity leave, part-time employment, shorter work weeks, work from home, job sharing, and on-site child care(Hartel et al. 2007).

There are considerable implications for this idea of work-life balance when it is considered that employees who have some control over their employment tend to have fewer

stress-related diseases. Their slogan is “work-life balance is meaningful achievement and enjoyment in everyday life.” They also believe that in order to have a healthy work-life balance, everyone must work more effectively. Businesses may help their workers achieve a better work-life balance by “work-life practises” such as flexible scheduling, reduced working hours, and family-friendly policies (Jim Bird, 2007).

The term “work-life balance” has largely replaced its predecessor, “work-family balance” in recent years. This rebranding reflects the growing understanding that caring for children is not the only major commitment outside of work, and that the issue may affect workers across the board (men and women, parents and nonparents, singles and couples alike) and across a wide range of unpaid pursuits and obligations. It is important to strike a balance between employment and activities like studying, travelling, playing sports, volunteering, bettering oneself, relaxing, and caring for the elderly(Hudson Resourcing, 2005).

In its widest sense, work-life balance refers to a state of harmony or “fit” between all the many aspects of a person's life. Understanding this right now will be very helpful. It does not require dividing one's time equally between paid and unpaid activities. The term “work-life balance” refers to the state of being in which one's professional and personal commitments are roughly in proportion to one another. The term “work-life balance” refers to a state of harmony between one's professional and personal responsibilities (Clarke et al.2004).

Access to work-life balance techniques, independent of their actual application, seems to have a similarly positive effect on views towards one's employment. It has been shown, for instance, that women and other workers with family obligations who have access to organisational tools like flexible work schedules are more committed to their jobs and more satisfied with their careers(Scandura & Lankau,1997).

3. RESEARCH METHODOLOGY

By doing a comprehensive narrative review, you may look at the reasoning behind the results and the many conceptualizations and metrics used to define and measure work-life practises and outcomes in the published research. This is especially important when doing research in a new field with a limited body of literature, such as the study of the consequences of work-life practises. The diversity of the study population in terms of demographics and caregiving responsibilities, as well as the wide range of the disciplines that have contributed to the literature on work-life balance, makes these questions particularly pressing.

4. POLICIES AND PRACTISES PROMOTING WORK-LIFE HARMONY: A CRITICAL ANALYSIS

A look at the mix between work and life discourses are important because language limits what questions can be asked and what solutions can be looked for. Now, there are at least two clear WLB discourses that cross but are still different. One looks at well-off professionals and white-collar workers, both men and women, especially in the information economy, who find it hard to find time for their personal lives because many modern jobs take up so much of their time. It puts a focus on personal and sometimes family responsibility for “getting the balance right” through choice and personal duty. This is the personal control of time Work Life Balance discourse, which prioritises individual (or family) demands above organisational or societal change. The other way of talking about things, which we call the workplace freedom, the Work Life Balance debate, is all about being able to change how you work. The Work Life Balance is often seen as a feature of workplaces if there are Work Life Balance rules (even if they are not always followed) or if workers think their workplaces support work-life balance based on the policies that are already in place. Both discourses have a choice element and hide knowledge about how they are put together.

A major flaw of the Work Life Balance approach is that both discourses have a choice dimension and both conceal structural and relational constraints. The language of “taking back control of your time” overlooks institutional, cultural and practical constraints in favour of indicating human agency and choice, such as the ability to work harder and longer or to emphasise other aspects of life. Again, ignoring gender, workplace culture, conventions and assumptions, flexibility discourses promote the Work Life Balance as possibilities for persons with non-work (primarily family) commitments.

- i) **The flexibility of Work Hours:** If an employee is required to work a certain number of hours, they may utilise flex time to choose (or help determine) when they begin and end

their shifts. This may help employees deal with unforeseen circumstances, take care of urgent personal matters, or even just go to and from work before or after rush hour, saving them time and energy.

- ii) **Working from Home by Phone or Computer:** These days, more and more people would rather do their job from home rather than at an office. This arrangement, also known as “telework” or “telecommuting” can be advantageous to workers because it allows them more flexibility in their schedules, reduces their need for expensive and time-consuming commutes. It also saves money and time for both the employer and the worker. It may be possible to adjust for workers who are unable to leave their homes owing to disabilities. A company's financial line may benefit from allowing employees to work from home since it gives them more flexibility to take advantage of their own peak productivity times. Despite these benefits and the widespread interest in telecommuting, telework provisions are uncommon in collective bargaining agreements. There are not many telework agreements since certain fields are not open to the idea. The initial costs of adoption, possible legal liabilities, difficulties in managing and accessing the performance of teleworkers are all legitimate concerns for employers. Unions could not support a work-from-home policy if it is seen to create employee isolation, reduce job security and growth opportunities and lessen safeguards for employees’ health and safety.
- iii) **Rigorous Workload:** Employees participate in a compressed work week when they agree to work longer shifts in exchange for working fewer days per week or pay period. More time off for workers (in the form of weekends that are both longer and more spread out, thus providing “mini vacations”) and reduced travel time to and from work might benefit both workers and employers alike. Compressed work week arrangements may be particularly useful for workers who would want to reduce the number of days they work but are unable to do so owing to their financial position. While employees often initiate shorter workweeks, businesses may initiate them to boost productivity (resulting in cheaper daily startup costs) or customer service (through longer operating hours). Ten-hour days, four days a week, with one day off every two weeks, or nine and a half hour days, four days a week, with one day off every three to four weeks, are common schedules that sum up to forty hours of labour each week.

iv) Temporary Positions: Part-time job arrangements may help people with health problems, disabilities or limited free time (such as students) participate in the workforce, develop their skills, and earn experience. Finally, they may provide employees who are nearing retirement with a gradual departure from the workforce, or they can assist persons who have taken professional breaks, such as moms or dads who have remained at home to raise children. Part-time workers allow businesses to make better use of their human resources and increase their operational flexibility by providing additional coverage during peak periods. Individuals who have physical or mental limitations or limited spare time Working part-time might be dissatisfying if that individual might rather put in more hours at a job to boost earnings and provide more stability for family members. The European Working Conditions Survey found that 85 percent of respondents who worked less than 30 hours per week reported being satisfied with their work-life balance. People who work less than 35 hours a week also have the fewest issues with their physical and mental health. Part-time job is a common strategy used by people who desire to balance their careers and personal lives. Executive positions are an area where part-time work should be actively promoted; For Instance, Executive positions at Daimler Chrysler in Germany are open to part-time workers.

v) Splitting Tasks:With the help of a job-sharing agreement, two or more workers may share the responsibilities and hours of a single full-time employment. Job sharing might be useful when there are limited opportunities for part-time employment or flexible scheduling. Sharing a job has several advantages, including the obvious one of allowing workers more time to spend with their families, but it also encourages the formation of partnerships in which workers may help and learn from one another. It may also benefit firms by increasing employee loyalty, increasing efficiency, and combining a wider variety of skills and expertise into a single role. Such a strategy may provide for more manpower during busy periods and ensure the business is running well even if one partner is off sick or on vacation. Companies with large administrative, maintenance, or customer-facing workforces may find it difficult to provide flexible working conditions. When it comes to customer-driven work hours, organisations have constraints on employee flexibility, yet this is precisely when family-friendly programmes like child care would be most useful. The Star City Casino in Sydney, Australia, is a great example of a place that provides childcare services since it is open 24/7. The lowest employee turnover rate of any Australian casino is evidence that this strategy is valued by management.

5. WORK-LIFE BALANCE POLICIES' BENEFITS TO ORGANISATIONS AND EMPLOYEES

Work-life balance practises may influence a variety of attitudes and perceptions including job satisfaction, organisational commitment, workplace stress and desire to leave. Some companies have attempted to quantify the results of certain policies, even though the formal assessment of work-life practises is sometimes challenging due to the difficulty of estimating the costs and benefits of diverse tactics such as employee performance on the job, absenteeism costs (both direct and indirect), the cost of losing and replacing key personnel, customer satisfaction and organisational efficiency.

Commonly used indicators for evaluating the success of a company include:

- i) **Cost Savings:** especially those pertaining to decreased turnover and absenteeism. High turnover rates and absenteeism are both signs of low morale and work-related stress in organisations. Therefore, lowering absenteeism is a key organisational goal for cutting expenses. Financial services companies like Capital One Financial indicated that work-life balance policies enhanced employee satisfaction and decreased attrition.
- ii) **Enhanced Brand Image and Employee Retention:** Organisations may improve their reputation in the public eye by being seen to have creative work-life balance practises. This indicates that they are also in a good position to draw in and keep a wider pool of job candidates from which to choose candidates with higher qualifications.

Improved output and performance of the workforce- practices that promote work-life balance are typically beneficial to both individual and organisational productivity. On a metric of organisational performance obtained from senior HR directors, companies that offered more comprehensive packages of work-life balance practises received higher ratings on factors like their ability to recruit key employees, the calibre of management and employee relations, and product quality.

- iii) **Workforce Competition:** There is evidence that businesses can better attract the finest hires in a competitive labour market if they provide flexible policies in addition to a competitive compensation package. In a strategic approach, it would be challenging for other companies to hold out and not provide work-life balance initiatives if a critical mass of businesses in a sector did.

iv) Increased Efficiency:The justifications for how work-life reforms would boost productivity are more nuanced and multifaceted. There are no sources that establish a cogent explanation of how work-life balance affects productivity, according to the literature search. Instead, it appears that each research has its own take on broad hypotheses. The studies measuring the effects of work-life policies on productivity. It is challenging to quantify, and these studies typically do not examine the underlying processes that underlie productivity increases. These productivity ideas are not necessarily supported by the findings in one way or another.

v) Lessening the Impact of Adverse Events:Another strategy to support the productivity benefits of work-life balance rules is to claim that in the absence of such policies, work-life conflict results in stress and negative spillovers from the home, which in turn lowers productivity at work. Work-life conflict has been linked in several studies to decreased productivity (Comfort, Johnson, and Wallace, 2003). Less research has been done on the productivity increases at the business level brought about by work-life policies. The finding of White et al. (2003) that flexibility decreased negative spillover for women is significant. It offers empirical support for the hypothesis that work-life balance initiatives will reduce negative spillover and hence boost productivity. Strong empirical evidence supports this notion of the relationship between work-life balance policies.

vi) Inclusive of People of All Genders: The Work Life Balance concept was coined to counter the early “work-family” research and practice's sexism towards women, particularly mothers of young children. It takes a gender-neutral stance and aims to change long-held ideas about women's and men's roles in the home and in the workplace. This is counter to the assumption that the physical and metaphysical worlds are completely different and cannot be compared. However, changing the terminology alone will not alter the reality of gendered spheres. Men and women in every nation had trouble, to differing degrees and in different ways, managing their time considering the growing intrusiveness of paid work (the time control aspect of Work Life Balance). In the Netherlands, for instance, Work Life Balance was often conceived of at the household level in terms of specialised and often gendered, strategies.

Gender-neutral the Work Life Balance jargon masks entrenched and increasingly harmful sexism in many contemporary workplaces. As responsibilities grow and lines of authority blur, contemporary workplaces place more emphasis on finding the ideal employee. The perfect employee is one that puts their job ahead of everything else, even their family. Changes in the pace of paid employment in response to global competitiveness may amplify conceptions of various realms and the difficulties of “balancing” or harmonising varied domains in a way that promotes more gender equality in the workplace.

vii) The Issue of Health and Safety: Long hours at work not only have a negative impact on productivity and performance but also increase the risk of injury. According to studies, after eight hours on the job, the risk of having an accident climbs tenfold. Studies indicate that the effects of sleepiness and moderate drunkenness are similar. Fatigue may be a threat to security depending on the circumstances. In other fields, such as some professional services, accidents caused by fatigue may not have serious repercussions. Other occupations, especially those involving greater safety concerns like operating heavy equipment or providing medical care, are more vulnerable to fatigue-related accidents. By allowing workers more time to rest and rejuvenate outside of work, policies that promote work-life balance may help counteract a long-hours culture and make workplaces safer for everyone.

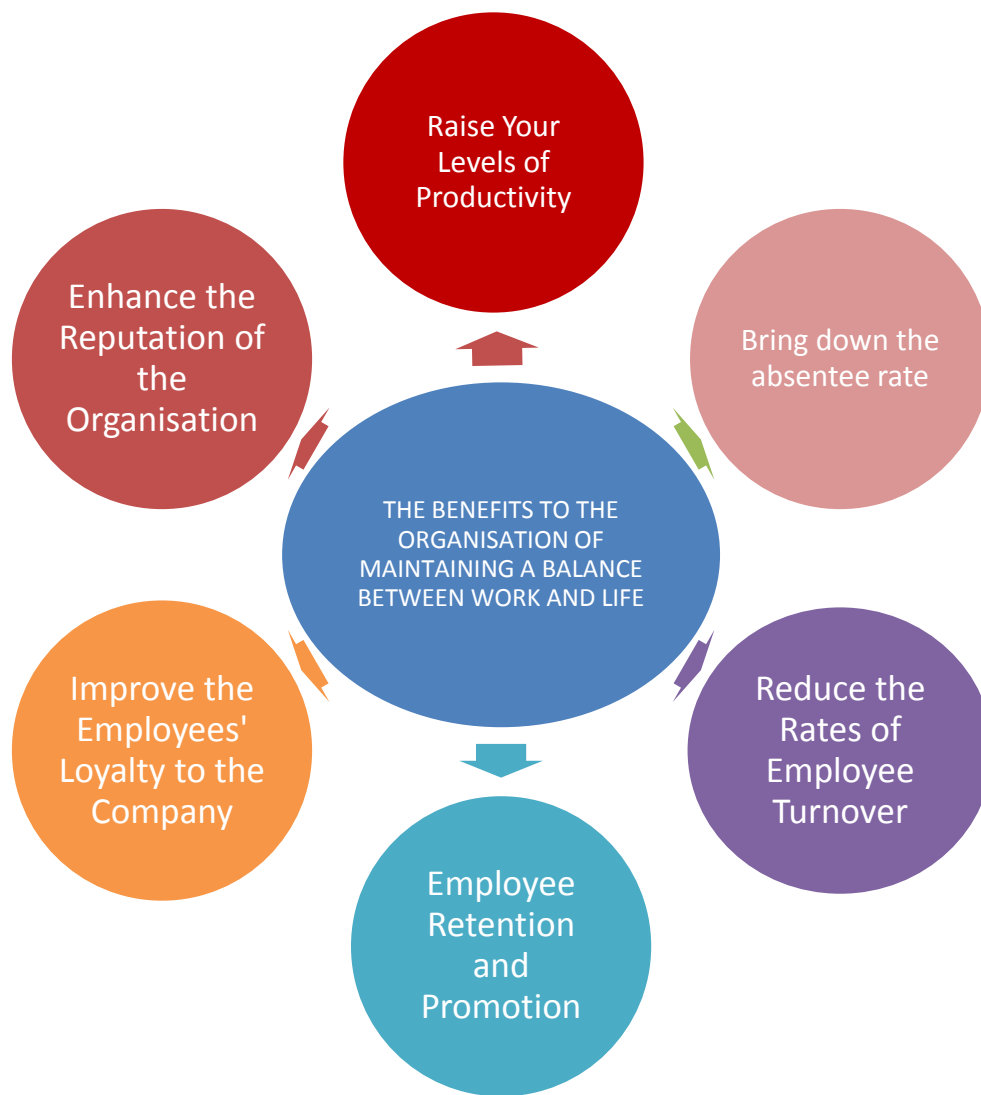


Figure No. 1:

The Benefits to the Organisation of Maintaining a Balance Between Work and Life



Figure No. 2:

The Benefits to the Employee from a Healthy Work-Life Balance

6. A COST-BENEFIT ANALYSIS OF WORK-LIFE BALANCE POLICIES

In an ideal world, companies would weigh the pros and cons of various work-life balance policies and implement those with the most positive outcomes. Savings from enforcing work-life balance policies may be difficult to quantify, therefore many companies either do not try or fail. When compared to the expenses, the advantages of enforcing work-life balance regulations are often vaguer and more difficult to evaluate. Since not all benefits may have been uncovered or evaluated, these projects are frequently seen as having a negative net effect.

Companies often make decisions on work-life policy based on their values, attitudes, or beliefs rather than a careful analysis of the pros and cons. Reasonable work-life policies are being adopted by certain companies. Some businesses perform an assessment after enacting a work-life balance policy to back up their decision.

Costs connected with implementing work-life policies might range widely. Some may be quite pricy (but can be more beneficial), while others will not cost an employer very much at all. It is possible that the “package” of work-life balance policies offered will be selected with a focus on individual measures' costs and benefits, but this may be a mistake since it ignores the synergies that result from offering a variety of policies. There will be fewer complaints from employees who are not eligible for advantages like family-friendly policies if there is a range of work-life balance guidelines to choose from.

Due to the context-specific nature of the costs and benefits associated with work-life balance policies, the business case will look different for each organisation and industry. Changes in the business case for work-life balance regulations are likely to occur in accordance with cyclical shifts in the economy. part work-life balance criteria may lose part of their weight during economic downturns and layoffs.

7. POLICIES' EFFECTS ON THE COMPOSITION OF THE LABOUR FORCE

The following are some of the implications of policies on various sorts of labour forces:

- i) **Professional and Non-Professional Human Resources:** Since professionals are more difficult to locate, more valuable, and more costly to acquire and maintain than workers who earn less money, companies that employ a lot of professionals are more likely to establish work-life balance policies. Unlike the outputs of a manufacturing process, for example, the outputs of a professional workforce are less tangible, making it more difficult and costly to monitor and manage their productivity. Also, professionals are more likely to detest being closely watched and analysed at work. Professionals may be further incentivized to go above and beyond by policies that prioritise work-life harmony.

ii) **Untrained Novice:**Low-skilled workers and those working in sectors where such workers predominate, have the least access to work-life balance policies. Organisations with a greater share of hourly employees, who tend to be clustered in lower-paying professions, had the lowest rates of work-balance policies. According to an Australian study of the retail industry, work-life balance regulations are just as vital and relevant in a sector with such low margins. The cost of employing and training low-skilled part-time workers is high in comparison to their compensation. By reducing employee turnover, policies that prioritise work-life harmony may save businesses money.

It is also important that front-line workers do not let personal worries impair their interactions with consumers and clients. Dissatisfied staff members might also have a negative impact on customer relations.

iii) **Women in the Workforce** - There Although opinions are divided on whether firms with a greater percentage of women in the workforce have more liberal work-life policies, research suggests that organisations with a larger percentage of women in the workforce do. They found that businesses with more policies enforcing a healthy work-life balance had a larger percentage of female workers and that these businesses also had higher production levels. As a result of this finding, the "adverse selection theory" is unsuitable. Adverse selection suggests that firms offering more appealing insurance will attract clients with a greater need for such advantages.

Companies with more generous maternity leave policies, for instance, are more likely to attract women who are pregnant or attempting to conceive, in accordance with the adverse selection hypothesis. If most workers in an organisation adopted the costliest work-life balance policy, it would become unprofitable and reduce profitability. The significance of this research lies in the fact that it challenges the predictions of the adverse selection hypothesis.

iv) **Human Resources of different Age Group:**In few organisations,more than thirty percent of workers were given access to the most popular benefit, flex time. Demographic evidence contradicts theories of harmful selection/sorting processes. There were times when the connections made did not make sense. For instance, compared to

men, women were less likely to use their flex time. The highest flex time rates were seen among young workers, suggesting that employers of new graduates are more inclined to value this perk. University grads had considerably more access to policies that encouraged a healthy work-life balance. Furthermore, there was a clear connection between work-life balance policies and other aspects of employment. Managers and professionals were far more likely to be eligible for these plans than those in other occupations. Childcare and eldercare services were associated with unionised workplaces, whereas flexible scheduling and remote work arrangements were related to non-unionized workplaces.

8. HURDLES FOR ACHIEVING WORK-LIFE BALANCE

Work-life practises that boost productivity in the workplace may be more challenging to introduce if they are not already being used. After implementing measures to promote a healthy work-life balance. Previous studies have highlighted five core aspects of a healthy work-life culture. Businesses that care about their employees' well-being and productivity should take these things into account.

Some examples are as follows:

- i) **Assistance from the Management:** Research and everyday conversation commonly emphasise the help of management as a factor that influences the work-life balance of an individual. Because managers can either encourage or discourage employees in their efforts to find a healthy balance between their personal and professional lives, their participation in work-life programmes is critical to the programmes' overall effectiveness. If supervisors are enthusiastic about combining paid work with other responsibilities, employees are more inclined to take advantage of work-life balance initiatives that are easily available. On the other hand, it has been suggested that managers may send out negative signals even in “family-friendly” companies, suggesting that the use of flexible benefits is a problem for them, their coworkers, and the business. This is the case even if the managers themselves work in a “family-friendly” environment.

- ii) **Occupational Outcomes:** Employees' organisational involvement improved when work-life practises were made accessible, but only to the degree that they felt free to exploit

them without incurring consequences for their work lives, such as hindered career prospects. This was the sole factor that contributed to the rise in employee engagement. When work-life practises were made accessible to employees, there was an increase in their organisational participation; however, this was only the case to the degree that employees felt they could freely use these practises without fear of adverse effects on their work lives, such as diminished career possibilities. Employees' use of work-life balance techniques seems to be considerably discouraged by the notion that doing so would adversely affect their career opportunities. This perception appears to have a considerable impact.

iii) Time Expected for Organisational Matters:Organisational time expectations, such as the number of hours expected from workers and how they are to be used (including whether work is expected to be done at home), influence the widespread adoption and acceptance of work-life policies. However, several studies have revealed that long hours at the office are indicative of commitment, productivity, and the desire to advance in one's career. This is particularly true in “presenteeism” environments, where the most productive workers often come in before work and stay after they are supposed to go home. Being “face time” at work means being visible and available for lengthy periods of time, which is seen as a sign of commitment, loyalty, competence, and tremendous potential but is also acknowledged as a major barrier to achieving work/life balance. Employees that do not put in as many hours as possible are often seen as less committed and productive, and hence get less recognition and compensation.

However, shifting to performance assessment based on outcomes rather than time spent in the office is a critical component in creating a culture that fosters work-life balance. Workplaces that place a higher value on employees' physical presence and hours worked than on their actual output and productivity make it very difficult to implement flexible work arrangements. Therefore, businesses that care about employees' ability to have a life outside of work should adopt new performance criteria that place more value on results rather than inputs. They may do this by giving more weight to outcomes than to inputs like hours worked or location of completion. They should also recognise and publicly applaud employees who strike a good work-life balance, rather than elevating those who insist on working long hours but get nothing in return.

iv) Gender Roles and Stereotypes: The fourth way in which they are used is the widespread belief that women are the intended beneficiaries of work-life policy. An examination of the prevalence with which men use family-friendly workplace rules reveals three primary reasons why men are less likely to do so. To begin, many business cultures do not believe men when they say they must prioritise their families. The second element is the demands of competition in the business world to keep market share and increase earnings. Third, the traditional layout of most American homes makes it difficult for men to take advantage of the work/life balance opportunities that exist. Work-life policies like paid paternity leave are intended to promote a more equitable distribution of housework responsibilities between men and women.

v) Assistance from Colleagues: There is mounting data that shows managers and coworkers look down on people who try to strike a healthy work-life balance. Coworkers' judgements that those who practised work-life balance rules were less committed to the company were included in when deciding who would get bonuses and increases. There has been "family-friendly backlash" or hostility against workers who take advantage of flexible scheduling policies. In this research, "family friendly" was seen as favouritism and employees who did not have dependent care duties (defined as childcare, eldercare or care for a handicapped dependant) complained that they were being treated "unfairly" or "unequally". These employees wrongly feel that their coworkers who have parents or care for elderly relatives are "getting away with less work" and that the requirements of employees without children are being ignored. The stigma attached to the term "family friendly" makes it harder for institutions to address the problem.

9. CONCLUSION

Changing demographics are influencing the rise in popularity of work-life initiatives. Due to changes such as the rise of dual-career couples and the rise in the number of single parents, workers are expected to juggle more responsibilities outside of the workplace than ever before.

Finally, we stress the need of a healthy work-life balance. Employment for people with disabilities is improved and the workforce is better able to strike a balance between work and other important aspects of life. Businesses benefit from easier hiring, better employee retention, and simpler service delivery. The economy benefits from a larger pool of skilled and experienced workers.

The more autonomy workers have in their daily lives, the easier it is for them to balance work and personal responsibilities. The bulk of research has shown that work-life balancing practises are most effective when they increase workers' sense of agency and their capacity to successfully juggle their job and family responsibilities. In conclusion, there may be gains for both workers and employers when interests outside of work are brought into the workplace. Having positive experiences in all facets of life improves the quality of one's relationships with others and one's ability to achieve a wide range of organisational goals.

Work-life programmes have a strong financial justification if they increase recruiting and retention rates and decrease workplace tension. It seems to reason that a company's ability to provide work-life balance rules will attract and retain talented individuals, while also positively impacting the morale and productivity of its employees. Two things become clear, however, when reviewing studies on organisational performance and work-life balance policies. One potential drawback is that the work-life conflict of employees may increase because of these measures. Employees may be hesitant to embrace work-life practises due to concerns that doing so would result in less advancement opportunities or a perception that the employee is less devoted to the organisation.

Over the last decade, both the quantity and quality of studies demonstrating the financial benefits of work-life policies have improved. Work-life policies have been shown to reduce absenteeism and boost productivity. It is important for organisations to evaluate the cost-effectiveness of work-life balance policies by first identifying all the costs and benefits. Despite the difficulty in collecting statistics to determine the overall effect of work-life balance legislation, which provides a fuller picture. Some policies promoting work-life harmony do not cost much, but they might end up saving a lot of money in the long run.

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