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A STUDY ON WORK-LIFE BALANCE IN WORKING WOMEN AND THEIR IMPACT ON ATTRITION: A REVIEW OF LITERATURE

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ABSTRACT

The phrase 'work-life balance' conjures up an image of a scale with work on one side and family and other personal relationships on the other. In the middle is the woman with both arms extended trying to balance everything. The woman represents the stabilizer caught in the middle being divided her life into two parts - where she feels she should be and where society says she should be. But a woman is a whole being and the focus should be on her as a whole being and not on just two important aspects of her life. Work-life balance has been sold to women as being the key to happiness by suggesting all we need to do is to simply find a way to better fill our roles without going crazy. The Various study concluded that an efficient Work life Balance is detrimental to an employee for improving their job satisfaction and productivity. The company should focus on providing efficient Work Life Balance policies and programs to ensure proper Work Life Balance, which will help women to improve the employee productivity and also to control the attrition rate.

KEYWORDS

IT companies, work-life balance, attrition, Job satisfaction, organisation.

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INTRODUCTION

Work-life balance refers to the level of prioritisation between personal and professional activities in an individual's life and the level to which activities related to their job are present in the home. Women Employee Attrition is one of the most critical problems, which Indian IT industry faces today. Since IT industries are the economic backbone on providing much needed foreign currency inflow to our country, it is the need of the time to improve the level of satisfaction among the women IT employees Married women employees who are working in the night shift face many problems from family, society and even health problem and there is no safety for women an employee working in night shift. Experts say along with salary and career aspirations, individuals want at least some degree of "me time" where they can indulge in their passions, hobbies, and be with family and friends. A work structure that disallows adequate holidays, vacations, or calls for prolonged work hours is fast becoming unfavourable with employees. There are an ever-increasing range of factors that are negatively affecting work life balance for employees. They include commuting time, housing costs and child care costs to name a few. Technology is a double-edged sword, on the one hand, it is hugely invasive seeping work into every hour of every day through smart phones etc., but the other edge is that technology can also give us the flexibility to work productively from home. So, who is responsible for an employee's work life balance? What role does the employer play in the equation? Well an old-fashioned employer might be recalcitrant, look to the past and not be willing to change. But in a world where skills are scarce that is not a sustainable position. The role of the employer is to create an environment that enables employees to be the best they can be. That might mean providing training and tools to enable them to do their job effectively. It might also mean providing the infrastructure to allow them to work effectively away from 'their desk' when it is applicable. But the individual has a responsibility as well. They must work at being effective, to use their time productively, to make smart decisions about their priorities, so that they meet their obligations to work, family and friends.

OBJECTIVES

1. To identify the perception of women employees towards benefits and challenges.
2. To analyse the critical factors related to quality of work life.
3. To suggest ways for improving work life balance.
4. To analyse the support rendered by employers to improve quality of worklife.
5. To identify the determinants of Work Life Balance of Women Employees.

METHODOLOGY

The data used for the study is secondary data. The input for the study is review of various literatures related to the topic. The paper relies on secondary data from published sources like books and journals.

WHAT IS WORK-LIFE BALANCE?

Work-life balance is about effectively managing the juggling act between paid work and the other activities that are important to people. It's not about saying that work is wrong or bad, but that work shouldn't completely crowd out the other things that matter to people like time with family, participation in community activities, voluntary work, personal development, leisure and recreation. The 'right' balance is a very personal thing and will change for each person at different times of her lives. For some people the issue is being able to get into work or find more work rather than having too much work. There is no 'one size fits all' solution

EFFECT OF WORK-LIFE BALANCE

The case for work-life balance tends to be made on two counts.

- ❖ First, that work-life balance improves individuals' health, wellbeing and job satisfaction.
- ❖ Second, that business can benefit from work-life balance because these policies:
 - improve productivity and worker commitment
 - reduce sickness absence
 - increase retention rates for talented workers and reduce replacement costs
 - allow organizations to recruit from a wider pool of talent

IDEAS FROM OTHER AUTHORS

Being an employee centric industry, employee retention directly influences the growth of the company. The biggest concern of any organization is to address the issue of voluntary attrition, for maintaining consistency in performance (Bisht & Singh, 2012). The above lines clearly indicated that organisation should take efforts to know about each employee and whether he is satisfied with the environment or not. If it identifies then it can reduce the attrition level in future.

All companies give three months' paid maternity leave as mandated by law, with an option for a further three months' unpaid leave. Several companies have instituted special programs aimed at mentoring women and addressing their specific issues (Bhattacharya & Ghosh, 2012). It is very clear that women should be mentored to know their grievances and even they will be relaxed once they start to deliver their queries. This will help the organisation to retain women employees. The individual harmony and its effects have developed a new Harmony based on conflict and enrichment (Heather S. McMillan et al, 2011).

The married women employees indeed experience Work Family Conflict (WFC) while attempting to balance their work and family lives. Thus, Organization needs to formulate guidelines for the management of WFCs since they are related to job satisfaction and performance of the employees (N. Krishna Reddy et al, 2010). In this case, organisation can provide flexi time working environment, work from home and so on.

Providing salary hikes in accordance with industrial standards and recruiting the women those who have long-term orientation towards the organization will reduce the level of attrition (Pooja Wadhwa Saroj Koul, 2012). It is a true fact that employee will think more to get relieved from the job if he is getting high pay. This strategy is used in many companies to retain their employees for long period. Once the company fix high pay when compared with competent companies then she will not try the opportunities provided from other companies.

An equally high investment of time and involvement in work and family would reduce work-family conflict and stress thereby enhancing an individual's quality of life. And so it goes without saying that married working women of this era can have a healthy quality of life only when work-life balance is maintained making the topic of work life balance for working women, the need of the hour (M. Collins & Jason D. Shaw 2003). Women should know to manage the time for work and also for family so that satisfaction will increase and as a result individual's performance will increase. In this case organisation should take efforts to support women employees in case of working hours and also in other aspects.

As conceptualized, work and family life are separate domains having no bearing on each other however, it is now recognized that domestic identities and responsibilities sometimes spill over into the workplace and that organizational identities and responsibilities often cross into home life (Halford, 1997; Kanter, 1977). Many companies insist employees to work from home even after working hours and this will create unwanted stress and conflict among family members. This is very special in IT companies where their head ask the employees to connect the network even in late night as they deal with foreign projects.

Rapoport and Bailyn (1996) addressed in a report to the Ford Foundation that —The separation of work life from family life has existed since the Industrial Revolution and remains largely intact today even though it has never reflected the way most people live. The business world has responded to work-family issues with an array of programs and policies that address specific family needs but do not change this basic assumption that employees' work and private lives are separate and conflicting.

RECOMMENDATIONS

- Enhanced measures are needed to support women re-entering the workplace after childbirth by coaching and mentoring schemes
- It implies that the individuals have to make efforts to maintain a healthy balance between work and their personal life
- The company also now adopts an open-door policy to develop better communication between employees and their managers.
- Organisations can practise work life balance policies like flexible working time arrangements, care of children and family members, paid leave, insurance schemes, etc.

CONCLUSION

Women Attrition is an issue that can be found in many IT companies today, but escaping this issue is not a concept that is unattainable IT industries also claim that they have been trying to improve the gender ratio in the workplace by providing women friendly policies such as options for part time, work for home options, provision of crèches and so on. From research, and as reflected in this paper, Attrition can be drastically reduced by simply gaining the commitment and dedication from employees. It can be done only by providing satisfactory job. The employer can retain the women employees by providing safety and secured job, good working conditions, reasonable workload, favourable work environment, positive interpersonal relationship etc. When Attrition is suspected within an organization, an accurate measure of past and existing Attrition must be analyzed.

The findings revealed that proper balance of work and family life would produce a corresponding improvement in the quality of life. Women employee should care the family both physically and financially to satisfy the family needs. Also work for the accomplishment of organizational objectives and individual upliftment to satisfy the career needs. Organisations need to adopt human resource strategies and policies to overcome the issues of the work life balance of women in the current business environment. There is a widespread demand from employees for the right to balance work and home life in today's busy world where finding time for oneself seems impossible. Health and wellness programs can, for sure help working women in balancing their personal and professional life. But they alone cannot be the answer to addressing the problems of imbalance. The problems and difficulties of women are multi-dimensional as evident from the literature reviewed; therefore, they require further probing to help working women in balancing their work and family life We can therefore conclude that positive stress, which is the competent management of stress, can enhance the well-being of women and can be harnessed to improve their job performance.

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