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### Work Life Balance and Women Employees

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#### ABSTRACT

With the changing times, there is one aspect which is not changing and that is work life balance. It is as elusive as it was few years back and has become even more difficult in times of work spilling over twenty four hours with wireless devices. It is critical for an individual to balance the time that s/he is spending on work and other non-office activities. It becomes important in Indian context now as more and more women are joining the workforce. Women in India report more challenges managing personal and work life making it more pertinent for organizations to ensure that work-life policies fit the experiences of all their talent. With the advent of millennial work force in employment, the word life has started denoting larger other than work activities including sports, hobbies and higher studies in addition to family and child care responsibilities. This study aims to understand the relationship between work life balance and its impact on organization effectiveness. Herein the organization effectiveness is not only in terms of profits but also in terms of its culture due to employee behavior. It is also cited that the same policies can incite different responses from employees and it is dependent upon the perception of each individual basis his or her fit of work and non-work activities. Perceived organization support and manager support also have been found to be important factors driving work life balance perception. The study is an attempt to understand how the presence or absence of one or both of these impacts the overall results in terms of culture building for women employees with or without the caring responsibilities.

**Keywords:** Work life balance, Organizational support, Manager support.

#### 1. INTRODUCTION

When an individual gets out to work, it becomes critical to integrate work and social life (Sharma, 2016) and ability to combine the two is a delicate task. Work life balance entails reducing friction between official and domestic life to attain equilibrium (Murkururi & Ngari, 2014). Today work-life balance has become an increasingly pervasive concern for employers and employees as lack of work-life balance influences the

working individual's performance at work and in personal life. In many Asian regions, work-life effectiveness is a key concern for employees (Rajadhyaksha, 2008) as rapidly developing local economies and work cultures often require long hours and overtime (Ng and Vernon, 2010; Wharton and Blair, 2006). Although being global trend, due to various cultural contexts, work-life concerns play out differently (Shyamsunder, Pollack & Travis, 2015).

In the past two decades, the discussion on the significance of Work Life Balance Programs or Practices (WLBP) on human resource management has greatly been enriched by numerous research studies (Macusi, 2015). The daily schedule of millions of people is divided between the time at work and time outside work. Holbeche (2002) found that employees were experiencing anxiety, workload, loss of control, pressure, long hours and insufficient personal time.

The balance between work & social life determines the job satisfaction and hence the productivity & efficiency of the individual (Sharma, 2016). Earlier research shows Work-Life Balance to be positively related to both organizational and individual outcomes raising employee satisfaction and labor productivity (Perry-Smith & Blum 2000, Konrad & Mangel 2000); employee-organizational commitment and attachment (Wang & Walumbwa 2007) and organization performance (Lazăr, Osoian, RaÑiu, 2010) cited in Shankar & Bhatnagar, 2010.

In response to demographic changes in workforce, employers have innovative practices that allow employees to find greater work-life balance (Friedman, Christensen & DeGroot, 1998). Research on work life balance has always reflected social, economic and workplace developments and concerns, shifting in response to new trends. The precursor of the more recent 'work-life balance' (WLB) discourse began in the 1990s.

The challenges for organizations would be multi-fold as the earlier rhetoric of work life balance that concentrated on work –family balance would alone not work. Four different generations are working in the organizations side by side and their needs are not same. As per Indian census, 2011 Indian urban population participation working/available for working is rising in the age group of 15-49 i.e. working age group (Girdhar, 2014).

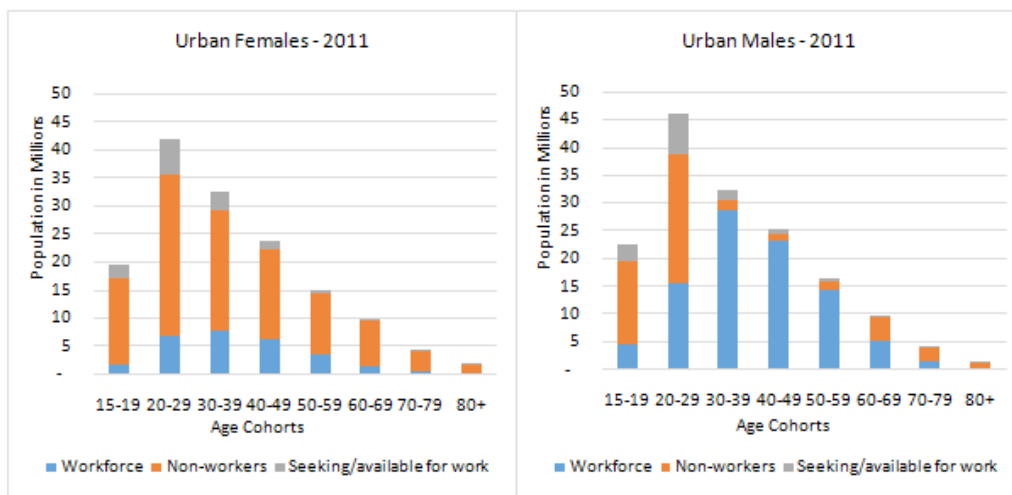


Figure 1: Composition of Urban Male and Female Population, 2011  
(Source: Business Standard, July 2015)

While Lewis, Gamble & Rapoport, 2007 state the linguistic shift in WLB to include broader and more inclusive approach to engage men and women with and without children or other caring commitments; Kalliath and Borough (2008) acknowledge shift in terminology to ‘include employees who desire balance for non-work activities such as sports, study, and travel’; therefore using the term ‘work–life balance’ to refer to all activities in the work and non-work domains.

Apart from generation, gender has played a larger role in WLB approach being developed as the women with child care responsibilities were the first set of employees being considered as prime users for the same.

Women Employees; as India continues to develop into a stronger economic power, work-life programs are becoming an increasingly important tool for workforce effectiveness and promoting women’s advancement (Rajadhyaksha, Bagati & Carter, 2011). Between 1991 and 2011, the number of urban women working and seeking work grew by 4.5% annually according to Census 2011 (Business standard, 2015).

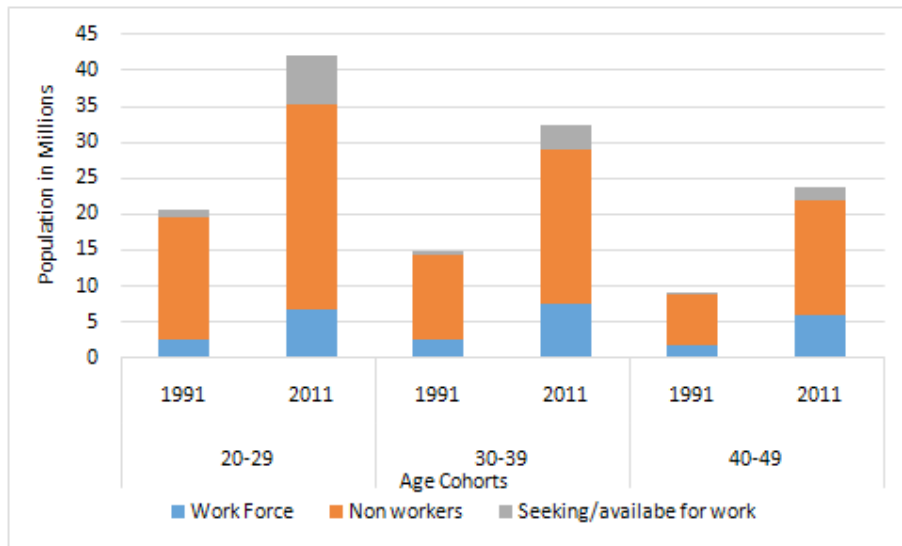


Figure 2: Urban Female Population Composition 1991 and 2011, Age Group 20-40 years (Source: Business Standard, July 2015)

India is the second most populous country in the world (CIA, “India 2015,” The World Factbook (2015)) and women comprise 48.5% of the population (Catalyst, 2015). Findings of the National Sample Survey (68th Round) results indicated that in 2011-2012, women’s participation was drastically low in urban areas- To every 54.6 employed men, there were just 14.7 working women.

Laura Sabattini (2012) found that women in India report more challenges managing work and personal life, suggesting the need for companies to consider how current work cultures and work-life policies fit the experiences of all their talent.

India’s labor force is growing and if India can increase women’s participation by 10 percentage points (68 million more women) by 2025, India Could increase its GDP by 16% (McKinsey Global Institute, “The power of Parity, Advancing women Equity in India, 2015).

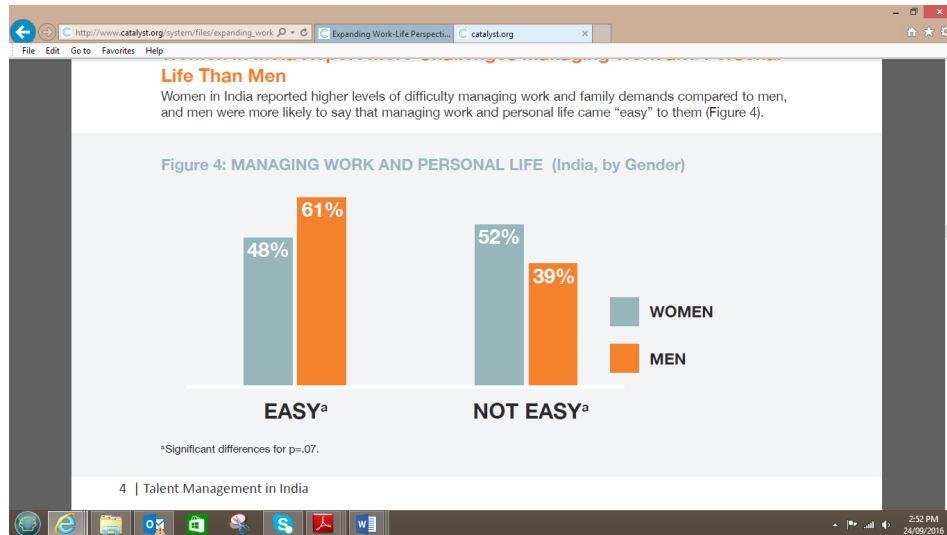


Figure 3: Managing Work and personal life (India, by gender)

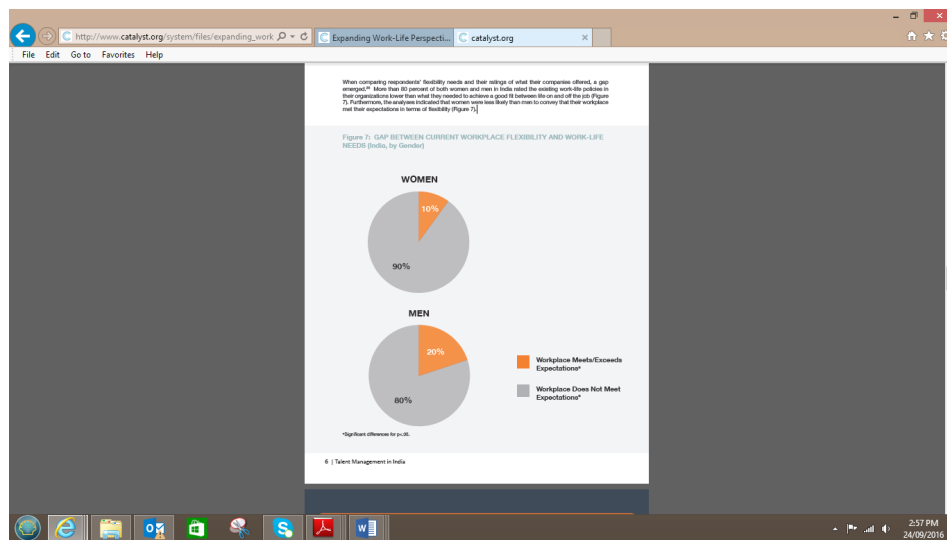


Figure 4: Gap between current workplace flexibility and work-Life needs (India, by Gender) (Source: Laura Sabattini (2012). *Expanding Work-Life Perspectives: Talent management in Asia, Catalyst*)

### Need of the Study

Work-life balance study in India is not new and it has been one of the major challenges for organizations to help their employees achieve the same. Many studies in India have primarily focused on multiple roles of women employees as primary care giver and nurturer rather than considering the other needs. Thus, though we might have picked up the new term work life balance but still are more concerned with work- family balance. The majority of organizations offer a limited set of arrangements to their employees keeping this objective in view. While this set of arrangements might be open to all employees in some cases, it tends to be more focused on those with caring responsibilities such as childcare or eldercare issues. There is little evidence of Indian organizations offering broad WLB programs or initiatives which could be construed as targeting new sub-set of employees.

The studies which do consider the broader option of work life balance take into purview all employees without any consideration of gender. Kelly, E. L., Kossek, E. E., Hammer, L. B., Durham, M., Bray, J., Chermack, K., ... Kaskubar, D. (2008) cite study by Hill (2005) that finds a significant relationship between positive perceptions of the work–family culture and work–family conflict for mothers, but not among fathers (cf. Batt & Valcour, 2003, who find that the relationship between supervisor support and work–family conflict is significant for women but not men). Darcy, McCarthy, Hill, and Grady (2012), mention that while there has been a notable increase in the number of organizations offering formal work–life policies, this has not been met with a reciprocal increase in the uptake of these policies as it is not a one size fits all concept. Shankar & Bhatnagar (2010) mention that it is important to note that each person experiences balance in a different way; the feeling of whether there is a balance or not is perceived by the individual. It may not be there in objective terms, if one is to consider the number of hours one is working or the involvement/preoccupation with work even when one is at home. The same has been found in the study conducted by Villiers, J.,D., Kotze, E. in 2003. Another issue is that as multigenerational workforce is entering job market, the needs are not same; for some it is family responsibilities eg.- child care, elder care, household chores etc. and for others it might be pursuing hobby or learning opportunities. It is important to understand, who is perceiving the available options in which way.

Another problem is that many organizations have the policies only on paper. There is very less concern for the implementation of the policies. Many employees end up not utilizing the policies either due to non-awareness, perceived non supportive culture (career halt, low performance rating due to reduced face time, non- supportive colleagues etc.) or absence of supervisory support. The organizations would be able to take better steps if they understand what role these factors play in perception building so that the utilization could be enhanced.

Also, there are various studies which have tried establishing correlation between work life balance policies and job performance, job commitment and employee engagement. Herein, it should be noted that all these parameters take ‘in-job performance’ in consideration. Some of the research also points out that most committed employees might not be the best performers, so how does the WLB initiatives enhance organization performance. This is where organizational citizenship behavior plays a role which takes into account ‘extra-role performance’.

Most of the studies focus on mediating role of job commitment and consider perceived organization and supervisory support as part of Work life balance policies. The policies are what is written as to practice depends upon what is unwritten largely as Friedman and Greenhaus (2000) note. The policies and practices must be available, used, and seen as useful for employees to have measurable effects on variables of interest to the organization. Supportive culture and since managers are considered the custodian of organization policies so their support are crucial factor for effective implementation. (Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B., 2011).

There is also an apprehension that organizations might start considering the work life balance policies a fad and move away from the same. Thus, it is imperative to understand the relationship between work life balance perception, performance and role of perceived organization and supervisory support in enhancing the same.

## **2. REVIEW OF LITERATURE**

### **2.1. Work Life Balance**

The definition of work life balance is fuzzy, with different authors defining it based on purpose of study as well as the subjects for study. Clark (2000) defines work–family balance as “satisfaction and good functioning at work and at home, with a minimum of role conflict” (p. 751). Osterman (1995) has broadened the scope further by defining work-life balance programs as, “institutionalized structural and procedural arrangements, as well as formal and informal practices that makes it easier for individuals to manage work and family lives, the conflicting worlds”. WLBP have been found to increase employee control over time and place of work (Thomas & Ganster, 1995).

Darcy et. al., 2012 cite Cascio (2000, p. 166) defining work–life balance programs as “any employer sponsored benefits or working conditions that help employees balance work and non-work demands”. Such initiatives include: allowing employees to reduce the number of hours they work (e.g. job sharing, part-time working); flexible working arrangements such as flexi-time, tele-working/home-working/e-working; work–life balance supports such as employee counselling, employee assistance programs, training, and childcare facilities/financial support.

Work life balance policies are programs established by an employer that offer employees options to address work and personal responsibilities (Friedman, Christensen & DeGroot, 1998). The origin of the formula work-life balance (WLB) can be seen in at least three social contexts: changing demographics, increasing participation of women in labour market and corporates taking interest in flexible labour (Littig, 2008). Research scholars as well as businesses find work-life balance a subject in view of the demographic, market, technological and organizational changes associated with it (Shravanthi, Deshmukh & Deepa, 2013).

Study by Sturges, 2008 demonstrates that career attitudes and behaviours may be critical to the achievement of work–life balance. It also confirms that work–life balance matters to younger members of the workforce, regardless of their family responsibilities. Generations X and Y want more choice and control in managing the competing demands of work and family and are keeping the pressure on companies to devise flexible, innovative options. Focus on single individuals and those without caring responsibilities (of children or elders) though present is extremely limited. Work-Life Balance is a much broader concept and should not be seen to mean a balance between work and family but that between work and the rest of life.

Research findings suggest that WLBP not only help employees better manage their work and family roles, but also affect employee attitude and behaviors such as organizational commitment (Grover & Crooker, 1995). Building on the fact that psychological contract based on rendering of benefits and in turn an obligation influences the commitment, the organizations ought to practice proactive healthy work life policies in terms of management, training and development and wellbeing of the employees (Guha & Chimote, 2012). Studies reflect that organizational performance is affected with the exercise of positive work life balance initiatives and practices (Lazăr, Osoian, RaÑiu, 2010). Ortiz, Rosario, Marquez and GruÑeiro (2015) cite that when the employee and the organization develop a greater interest in maintaining their work relationship, organizational commitment gets established. A satisfied work force is essential for the success of organizations and their businesses. Dissatisfied employees make organizations dysfunctional, damaging their financial performance (Saifee & Suchak, 2015). Work life balance and job satisfaction are more likely



to drive employees to remain with their current employers than benefits and salary according to a recent poll by the Washington-based American Psychological Association (Mukururi & Ngari, 2014).

As a result, initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programs have become a significant part of most of the company benefit programs and compensation packages. Such policies, practices and benefit programs are generally referred as family-friendly policies (FFPs) or work-life benefits and practices (WLBP) in literature (Kopelman, Prottas, Thompson & Jahn, 2006).

**Indian context:** As India continues to develop into a stronger economic power, work-life programs are becoming an increasingly important tool for workforce effectiveness and for promoting women's advancement (Rajadhyaksha, Bagati & Carter, 2011). Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives (Delina & Raya, 2013).

**Gender context:** Two of the identified four key patterns that cumulatively contribute to the current state of the literature on women's careers at dawn of 21st century are (i) women's careers are embedded in women's larger-life contexts, (ii) families and careers are central to women's lives. (Neil, Hopkins & Bilimoria, 2008). The role of women in every society is having additional responsibilities of maintaining the household apart from work responsibilities in workplace. These added role demands put women in more conflicting situation as compared to male counterpart. (Lilly & Virick, 2006). The knowledge economy has created greater access for women coupled with factors such as changes in marital patterns and smaller families. The attempt of working women to integrate, organize and balance the various problems and activities in their different roles simultaneously puts them under tremendous pressure (Delina & Raya, 2013).

Female workers reported to have higher scores on perceived work interfering family life and family life interfering work life due to their family roles and social expectations, organization policies and work culture (Azeem & Altalhi, 2015). Doble & Supriya (2010) cite Burke, 2002, saying both women and men prefer working in organizations that support work-life balance but men appeared to benefit more than women. May be because men feel more satisfied on achieving more on job even at cost of ignoring family, whereas women feel unhappy, frustrated and disappointed with same and they do not like one crossing the other.

Professional women usually step off the career fast track at least once due to child care, elder care or other family demands. The opportunities are limited when they want to step back on track and organizations miss on leveraging women's best skills (Hewlett & Luce, 2005, Sarah Green Carmichael, 2013).

Five distinct aspects of work-life culture have been identified from previous studies (McDonald et. al., 2005) that impact work life balance perception- managerial support, career consequences, organization time expectation, gender perception and co-worker support. We shall be taking into consideration managerial support and perceived organization family support for further literature study as various studies show these as important factors for building positive perception regarding WLB policies.

**WLB perception:** From the very beginning it is important to understand that work-life balance does not mean to devote an equal amounts of time to paid work and non-paid roles; in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Shankar & Bhatnagar, 2010). Lambert (2000) cites one subtlety of theories of social exchange; Gouldner's (1960) caveat that although the norm of reciprocity is universal, it is not unconditional. He pointed out that valued

things have relative, but not absolute, value. The same action can engender different obligations. Thus, this tenet of social exchange theory indicates that a firm's employee benefits are not a constant, even when all employees are covered by the same plan, since workers may value the same benefits differently, subsequently incurring different obligations to the organization. Workers are especially likely to vary in how useful they find a benefit plan that includes work-life benefits.

## **2.2. Perceived Organization Family Support**

Kelly et. al., (2008) cite various findings which consistently point out the positive impact of a supportive organizational culture regarding work and family on employees' perceptions of work-family conflict and enrichment. It has been found that simply offering work-life programs does not necessarily mean that employees find the organization supportive of their work-life needs (Allen, 2001). Thus, it is important to measure employee perceptions of organizational support. In research study, the construct of perceived organizational family support (POFS) has been conceptualized as perception of an employee regarding the assistance available from the organization in the form of instrumental support (including adequate leave programs, financial assistance for childcare, and flexible scheduling), informational support (including resource and referral programs, and actual communications about family-friendly policies and programs), and emotional support (including acknowledgement and acceptance of employees' family-related needs) resulting in equating POFS to family friendliness (Jahn, Thompson & Kopelman, 2003).

Organizational support of work and family roles pertains to three workplace characteristics that influence work-family relationships: (a) work conditions and structure, such as work hours and job designs that give workers control over when, where, or how of job; (b) control of work and non-work relationships as per organizational culture and norms; and (c) human resource policies supporting work and family roles' juggling. Work-family policies are organizational programs, policies, and practices that are designed to assist employees with the joint management of a paid work role with on work roles such as parenting, eldercare, leisure, education, volunteering, and self-care (e.g., exercise or medical needs) (Kossek, Baltes & Mathews, 2011). As cited by Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades, 2002 Eisenberger et. al., (1986) suggested that employee perception of the organization's commitment to them, referred to as perceived organizational support, is based on employees' global beliefs concerning the extent to which the organization values their contributions and cares about their wellbeing.

Darcy et. al., 2012 cite Frankel (1998) which argues that an antagonistic workplace culture in terms of family-friendly policies can see even the most innovative and sophisticated work-family policies falter. There has been considerable empirical research to support the idea that there may be negative career consequences for individuals who opt to utilise work-life balance initiatives or programmes (McDonald et. al., 2005). Although work-life balance programmes create new ways of working, organisational cultures still reward old ways of working with the result that employees who use work-life programmes are negatively affected (Darcy, McCarthy, Hill & Grady, 2012). There is evidence that often a culture prevails that rewards employees for being visibly present at work. McDonald, Brown, & Bradley, 2005 note that such a view of WLB practices are effectively a barrier to their use.

## **2.3. Perceived Managerial Support**

Supervisors play a meaningful and determining part in how employees experience and perceive the environment of the organization (Allen, 2001). He/she can increase flexibility with respect to the work



hours of subordinates (Machuca, Mirabent & Alegre, 2014). The willingness of managers to adjust work schedules, job tasks and provide assistance (through two way communication, training, and recognition programs) can help employees to manage their work and non-work demands better (Thomas & Ganster, 1995). Friedman, Christenson & DeGroot (1998) point that most companies view work and personal life as competing priorities in a zero-sum game. However, few managers are trying a new way where work and personal objectives are achieved through manager and employee collaboration to everyone's benefit. Impediments to usage of Work life balance policies becomes an important factor as the work done by Formankova and Křížkova (2014) reveal the diverse and often subtle forms of discrimination and exploitation experienced by employees opting for flexible work arrangements. At the formal level, employees experience restriction in pay and in access to the company benefits and at informal level, insufficient recognition from colleagues and superiors is experienced.

It has been suggested that even in 'family-friendly' organizations, managers may mar the complete program if they send negative signals indicating that the use of flexible benefits is a problem for the users (Hudson Resourcing, 2005). Thompson, Beauvais, and Lyness (1999) suggest that day-to-day managerial support may be the most critical cultural dimension on employee decision making about the use of initiatives.

### **3. SUPPORTIVE RELATIONSHIPS MAKE CAREER ADVANCEMENT AND SUCCESS MORE LIKELY FOR WOMEN (SCANDURA, 1992)**

Managerial support is consistently emphasized in discussions and studies as a factor influencing work-life balance. Managers play an important role in the success of work/life programs because they are in a position to encourage or discourage employees' efforts to balance their work and family lives. Employees will be more likely to take up available work-life programs where supervisors enthusiastically support the integration of paid work and other responsibilities.

Managers need to override or interpret organizational rules, such as the business owners or CEOs, the managers, (particularly) the immediate supervisors as well as coworkers (Wasti et. al., 2016). Supportive relationships make career advancement and success more likely for women (Scandura, 1992).

### **4. THEORETICAL FRAMEWORK**

"Social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. Social exchange theory posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives." Emerson (1974) says that SET is a sociology approach that describes an economic analysis of noneconomic social situations. Cook & Rice (2003) cite that Homans explained social exchange through an individualistic approach and applying the same to explain complex social behavior, typically more formal and institutionalized; one of the five key propositions developed is that behavior that creates positive outcomes is likely to be repeated. Social exchange theory has been cited by Eisenberger, Huntington, Hutchison & Sowa (1986) stating that employee's behaviour toward the organization is strongly influenced by their perception of the organization's behaviour toward them. A study conducted by A. Saks serves as an example to explain engagement of employees in organizations. It identified that when individuals receive economic and socio-emotional resources from their organization, they feel obliged to respond in kind and repay the organization.

Equity theory would also be taken into consideration as MacKenzie et. al., (1993) indicated, according to Equity Theory, employees will increase their citizenship behaviour if they feel that they are being treated well by the organization.

## **5. MAJOR FINDINGS & CONCLUSION**

The studies have been able to establish clear linkage between WLB and Employee engagement and job satisfaction. Lambert (2000) study concludes that the most perplexing findings pertain to the potential mediating role of perceived organizational support in explaining how work-life benefits come to affect work behavior and more theoretical and empirical work is needed to identify and measure specific aspects of workers' experiences with these benefits that invoke the norm of reciprocity. Belwal & Belwal (2008) in their study of employer's perspective on work-Life Balance, Family-Friendly Policies, and Quality of Work life Issues for working women in manufacturing and service industry in Oman found that most of the concessions to women exist with a tacit understanding of 'give and take' or sympathy and more research needs to be carried out to assess the role of organizational norms and values on Family friendly policies and work-life balance. The study by Darcy, Mccarthy and Grady, G. (2012) indicate that employees beginning their careers perceive that availing of WLB policies or initiatives signals lesser commitment to their career to fellow employees and thus damaging. They also point out that organizations have done very less in allaying such fears and combining this with perceived organization support, they state that organizations have a role in creating positive WLB culture. Delina and Raya (2013) found that married working women find it very hard to balance their work and personal life irrespective of the sector, the age group, the number of children or their spouse's profession. They suggested that more research is needed to gain additional insight into the meaning and consequences of work-family balance. Muhammad, 2014 study indicates that though there is positive linkage found between Organization support and WLB, but the causality needs to be further investigated.

Azeem & Altahi (2015) found in their study found significant relationship between perceived WLB and Job satisfaction and Work interfering family life and family interfering work life are found positively related with organizational commitment, but the study results are restricted to hospitals in one city only. Orkibi & Brandta (2015) found that there is positive relationship between personal positivity, work-life balance, and job satisfaction as positivity might lead to greater job satisfaction.

While most of the studies have found that WLB impacts the performance of employees, there is not much evidence as to how it impacts the organizational culture i.e. beyond an employee's individual performance.

## **6. RESEARCH METHODOLOGY**

### **6.1. Research Objective**

The objective of this research is to understand which factors affect the work life balance perception among women employees and few factors as follows:

1. How does WLB vary with family responsibilities for women employees and impact on desired behaviours.
2. Understand the impact of perceived organization support and manager support on perceived WLB.

## **6.2. Research Questions**

1. What is the perception of WLB of women employees with and without caring responsibilities?
2. What is the relationship of perceived organization support and managerial support with WLB for women employees and what is impact of these on WLB?
3. What is the impact of WLB perception of women employees on desired employee behaviours?

## **6.3. Research Methodology**

The study will deal with the assessment of perception of work life balance policies, organizational support practices and managerial support in selected industries. It will also attempt to study its linkage with desired employee behaviours.

## **6.4. Research Design**

Primarily the study will be exploratory in nature. The study will attempt to identify gaps in intended perception, impact of stakeholders' and women employee behaviours and finally attempt to find ways and means to strengthen the desired behaviours. This will be captured from the perceptions, assessments, experiences and responses of selected stakeholders.

## **7. SCOPE OF THE STUDY**

This objective and scope of the study Research has found that simply offering work–life programs does not necessarily mean that employees find the organization supportive of their work–life needs (Allen, 2001). A supportive manager reduces the conflict between work and life (Mas-Machuca, Berbegal-Mirabent & Alegre, 2014). 'Most companies view work and personal life as competing priorities, resulting in WLB being viewed as social welfare, write Friedman, Christenson, Groot (1998).

Eisenberger et. al., (1986) suggested that 'employee perceive organization's commitment to them, as to the extent to which organization values their contributions'.

The study is an attempt to understand how the presence or absence of one or both of these impacts the overall results in terms of culture building for women employees with or without the caring responsibilities.

## **8. DESCRIPTION OF REMAINING WORK**

The instrument needs to be finalized for collecting the data from women employees working in a particular industry in specified geographical area and the same needs to be rolled out.

Analysis of the collated data would help understand the interplay between all three factors and their effect on desired behaviors.

## **9. EXPECTED CONTRIBUTIONS OF PHD WORK**

The proposed study intends to look the role of work life balance perception holistically (care and nurturing needs, work management flexibility and empowerment, training etc.) on engaging women employees as there is higher demographic dividend to be earned with census of India, 2011 indicating not just higher

women participation in workforce currently but also higher intention to participate. The study can offer insights as the practitioners grapple with different needs of an increasingly work–life balance conscious workforce and also invite more women employees to enter job market as well as stay on.

There are potential advantages to be gained from the implementation of work–life balance initiatives. But, there is also an apprehension that organizations might start considering the work life balance policies a fad and move away from the same. It is therefore imperative that organizations firstly consider the likely potential enhancing factors and benefits while deciding to provide such initiatives.

It shall provide better view to HR professional who formulate WLB policies and In India pave way for more support for WLB and take it beyond family care support.

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