ORGANISATIONAL CAUSES FOR WORK LIFE CONFLICT AND INITIATIVES TO ENHANCE WORK LIFE BALANCE - A CONCEPTUAL AND REVIEW FRAMEWORK

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Abstract

The dividing line between personal life and work life becoming thinner day by day enhances the importance of having a balanced divide between personal life and work for the improved quality of life and reduced work life conflict. The review of literature on Work-life Balance has been carried out in the view of its importance with the major aim of enabling individuals to have enriching life leading to personal growth and satisfaction of every employee and the further development of the organisations. The literature identifies its effect on various initiatives at personal level and organisational level focusing on flexible arrangements, Leave policy, and programs on work life balance by organisations and personal life initiatives. In this paper, an effort has been put to provide an overview of various initiatives of Work-Life Balance through the review of existing literature. The sources referred include various journals national and international, doctoral thesis, working papers, magazines, and internet sites etc and has been reflected as references at the end of the review paper. Keyword: Work-life Balance, Work-life Conflict, Organisational initiatives.

1. Introduction

The objective of this paper is to review the existing literature on Work-life balance with the identification and description of work-life balance with number of sections, first with work life balance concepts, the second section highlights initiatives taken up by various organisations with special focus on banks and other types of manufacturing and service organisations. For any organisation providing quality of work life to its employees is quintessential to improve its prioductivity.Therefore it has to find out the organisational causes leading to work life balance and frame work life policies and strategies to enable reduced work-life conflict and improved human resources. Besides personal causes organisational causes like rigid work schedules, long working hours, insufficient leaves and vacations etc add pressure on work life balance. This review paper has made an effort to review research papers focussed on causes of work life conflict and policies adopted by various types of organisations to solve the same by proper policy framework.

2.Conceptual frame work life balance:

Work-life Balance is a new and broad concept with several connotations and different consequences. The term Work-life balance was coined in the year 1986 in response to the rising concerns by individuals and organizations thus giving rise to the concepts of "work-family conflict" (WFC) and "family-work conflict" (FWC) Work –family enhancers and vice versa. A day can be divided into three important activities: work, family and personal time. When one of these activities takes precedence over others in terms of demands on time and attention, there is little scope available for the other two.If more importance given to work personal life suffers and vice versa This leads to work life imbalance.

Work-life balance is a broad concept including proper prioritizing between "work" (career and ambition) on one hand and "life" (pleasure, leisure,

family and spiritual development) on the other.

Work-life balance" has high priority in the scheme of things among the working class.. Life in the 21st Century is more and more multifarious with people juggling between multiple roles. Therefore they will only stay with a job that offers flexibility and a sleeve of policies which enables them to have a satisfactory balance between life and work. Work-Life Balance (WLB) is a term that refers to the desire on the part of both employees and employers to achieve a balance between workplace obligations and personal responsibilities.

Greenhaus & Beutell (1985) have defined **Work Family Conflict** .They have defines work life conflict as a kind of inter role conflict in which personal life and work life commitments and pressures are mutually incompatible in one way or the other. Afterwards, the model of **Work -life boundary** has been propounded by **Prone, Russell and Cooper (1992)** which has been further explored by **Aryee, Fields, Luk (1999).**

The work-life interface may arise when work demands absorb more time and make adequate functioning in personal life domain more complicated. This Model of Work Family Interface is expanded by researchers by using **Work Family Fit (Bond 2003)**. **Work Family Fit** is defined as a form of inter role equivalence in which resources linked with one role are adequate to meet the demands of another role such that partaking in second role can be effective.

3. Organisational causes of work life conflict and initiatives to promote Work life balance.

Dr. K.A. Goyal Arpita Agrawal (2015)[1] The researchers found through their work the importance of work life balance from every quarter which includes policy makers, promoters, management, employees. The study revealed work life imbalance can affect an individual's health physically and psychologically. The work life policies, strategies and programs are an investment for an organisation leading to improved productivity, reduced absenteeism among the

employees, better employee health and motivated work force in the banking industry. The researchers found working over time, lack of vacations and inadequate breaks lead to imbalance between work life.

Muhammad Ali Raza, Muhammad Abdul Mateen (2014)[2] The researchers found work stress plays an important role and has become a key area of concern for the organizations because of its strong impact on the performance of an individuals, groups and as well as of the organization in their research carried banking sector Bahawalpur, Pakistan. The relationship of job stress the dependent variable was correlated with independent variables such as role overload, role ambiguity, work conflict, work family conflict. The study reveal that job stress has a significant positive relationship with the independent variables, role conflict, work overload and work family conflict and has no relationship with role ambiguity.

Dr.T. Srinivasan* Mr.M. Mohamed Ismail (2014)[3], The researchers opined that the Work life balance is a dynamic phenomenon. They commented work life balance as not a structure but a process. Work life balance of every individual varies from each other, though they found several common issues across different categories of people. The researchers found that every employee has to continuously manage around with different priorities and needs of the domains of work and life. To attract and retain staff through a range of successful work life balance practices like Workplace flexibility, reduction of working time, leave and benefits, dependent care initiatives and work life stress management were found to be highly important.

Madipelli, Sarma & Chinnappaiah(2013)[4], The researchers carried out the research on factors influencing work life imbalance among female teachers at workplace and at home in completing the tasks in both the places they observed that, organizations having ineffective work arrangements, poor working conditions and arrangements , long working hours, lower income, pressurized work environment etc., may be responsible for monotony, frustration and stress towards work and home among employees, which leads to work life imbalance.

LaIita Kumari, (2012)[5] concluded that every individual has different priorities at different stages

in their life and therefore the work life balance assumes different meaning at each stage of their life. Work life factors Psychological distress, organizational changes, working hours, managerial style, non job responsibilities, and work overload work life conflict and personal financial problems etc. have been proven to affects or are predictive of work life satisfaction . The researchers found WLB policies correlates significantly with level of job satisfaction. The results indicated a shift in women's perceptions about work-life balance and job satisfaction. In the past, women often found it more difficult to maintain balance due to the competing pressures at work and demands at home and the same is reiterated in the findings of the research.

Shariq Abbas, Vandana Premi (2011)[6], studied about the awareness, attitude, perceived importance of Work Life Balance policies adopted by the Banking sector, both Private and Public sector banks. Findings suggest that employees perceive flexible working arrangements as most important Work life balance policy, The research also discloses that the organisations show very little interest in promoting work life balance policies. The research also revealed that the extent of formalization of work life balance policies in Public and Private sector banks was poor and unorganised. The policies towards work life balance have not been documented for the same in both the private and public banks.

Lingard, Francis and Turner,(2010)[7] conducted a study among project-based construction workers in a large civil engineering construction project in Melbourne, Australia. The study largely focussed and captured data with regard to the number of hours worked, satisfaction with work life balance and capacity to complete required tasks at work & at home. Results established a strong relationship between numbers of working hours worked each week and participant's work & life balance. The time series modelling revealed that workers taking a short, temporary break from work can contribute to improve work life balance in bigger way.

Lu et al. (2009)[8] The research study found that child care responsibilities, working hours, compensation and benefits, organizational family - friendly policy were highly positively connected to work-life conflict whereas new parental familiarity, spouse support, supportive supervisors and mutually helping nature having co-workers had significant positive effects on the reduction of work-family conflict. Moreover the researchers stated that in comparison with the effects of work-family conflict, work to family facilitation had positive effects on work and life attitudes.

Pockok (2007)[9] argued that workmen, who work longer hours of work, are constantly affected problems of work life with worse work-life outcomes on all our life measures'. In certain industries (service industries of hospitality and tourism, for instance) and in developing countries the employees are made to accept to work for lengthy working hours and insufficient leaves provided the the employees leading to issues with work- life balance.

Wayne, **(2004)[10]** The researchers suggested that limiting work hours by the organisations from the current levels may benefit workers to increase the level of work - life balance. The researchers concluded, fewer work hours may contribute to reduction in work family conflict and enable the employees to have more time to meet personal and family obligations like spending quality time with children pursuing hobbies, spending quality time with family and friends.

Janet polach (2003)[11] opined that work-life balance programs initiated by the organisations make them highly gain in terms productivity and reduced turnover. Flexible work arrangements day care, elder care and adoptions are all programs in which sponsoring organizations can be proud. The researcher proposes that organizations have realised the importance of – making work–life integration a way of life in the organisations. The researcher made a call to the human resource development professionals to act by providing background on work–life balance, profiling organizations who have made the transition into this way of thinking and providing specific actions that human resource development professionals can take to transform the thinking in the workplace.

Mark Tausig and Rudy Fenwick (2001)[12]research revealed that alternate work schedules leads perceived work-life imbalance.

However, perceived control of work schedules increases work-life balance net of family and work characteristics. Being married and having children one is exposed to work life imbalance at large. The most consistent work characteristic predicting imbalance is hours worked. Once working hours are rigid, women and part-timers are shown to perceive more imbalances. Younger and better educated persons also perceive more work-life imbalance. However, they also report higher levels of schedule control it may be more important for unbinding time than schedule alternatives.

Conclusion

Every organisation today realises that the most valued asset in the human resources. Having efficient employees gives a cutting edge to an organisation and more so for services companies as the customers come in direct contact with the employees. Quality of work life unquestionably play very important role in enhancing the quality of work force an organisation has at its disposal and hence every organisation should try to find out the factors causing work life imbalance the present review highlights longer working hours ,in adequate leaves, rigid work schedules have led to work life conflict among the employees and thus organisations should frame family friendly policies like flexible work arrangements, dependent care facilities ,reduced working hours, leave policy to promote work life balance among its work force.

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