

Work-Life Balance of Female Employees – A Literature Review**Dr. Ashwini Abhay Kotnis (Ashwini Nitesh Patel)**Assistant Professor,
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The increased rate of urbanization has brought about significant changes into the Indian families thinking and understanding levels which has brought modernization into the Indian working culture related to women (Hepworth, Rooney, Rooney & Strom-Gottfried, 2016). The participation of women could be increasingly felt in the all the fields of the employment sector. The women are even allowed to study and carry their educational desires ahead which were not possible a few decades before. The situation and condition of women has considerably changed in the recent years and the maximum change could be seen in the urban settings in comparison to rural settings. This has opened more opportunities for women, increased the awareness levels among the women and raised their desires for personal growth (Hill, Hawkins, Ferris & Weitzman, 2001). The economic benefits associated with working has also influenced women and impacted their decisions regarding entering into the work force segment along with the male counterparts. The creation of work life balance is found to be the most challenging problem that is faced by the women these days. Work life balance is defined as the practices that are applied by working people to establish a balance between the family and work. To establish a balance between the demands and pressures existing at work and the needs and demands of the family is not an easy task. It even becomes more difficult for women to establish a work life balance as she needs to prove her worth at the workplace and at the same time meet the demands of the family members at home. The challenges that are faced by women highly impact the women's growth and development (Fogarty, Allen, Allen & Walters, 2016). Manufacturing industry is considered to be the most essential part of the economy which is responsible for the provision of various goods and services that is used by the large

source of population to fulfill their needs and demands. The manufacturing industries are found to be the backbone of the economy which helps the economy to grow in a progressive manner. It is found that about one-third of the workers employed in this sector are women who contribute towards the growth of the sector in a positive manner. The women working in this sector are often found to be facing a lot of difficulties like wage discrimination, gender discrimination, sexual harassment, low wages, improper growth and advancements in promotions, etc. In the present study the work life balance working of female employees in manufacturing industry will be discussed (Chiang, Birtch & Kwan, 2010). The working conditions in the manufacturing industries have improved over the years but still the women could be seen struggling with the field work, hard physical labor, static work, dust, etc. that are present in the manufacturing units. The present study will cover the determinants of work life balance for female employees, theories and models of work life balance, strategies adopted by industries to maintain good work life balance for the women employees, issues and challenges associated with the work life balance practices, etc. will be discussed accordingly.

Determinants of work life balance for female employees

According to Blomme, Van Rheede & Tromp, (2010), there are various factors that are affecting criterion that balances the female employees' personal and professional lives emotional well-being. The well-being of the employees is highly dependent upon the different working aspects of the manufacturing industries. The working environments in which the employees are working play a vital role in the growth, development and well-being of the employees. The positive work culture of the manufacturing units helps the employees to carry out their work in an efficient manner. In the positive work environment the employees get motivated to

work effectively for the growth and progress of the organization. The inclusion of healthy and constructive work environment helps the female employees to establish a healthy work life balance so that they could take care of both the domains connected to their lives in a proper manner. As per Berg, Kalleberg & Appelbaum, (2003) point of view, work support is highly essential for the female employees working in the manufacturing industries so that they could establish a well-coordinated work life balance. The establishment of a work life balance is only possible with the support and guidance of the seniors, managers, subordinates and other working staff who work with the female employees in the manufacturing units. The allocation of task in the manufacturing units are linked and connected with each other. The provision of support and sustenance by the managers to the female employees highly helps them to maintain a healthy work life balance. The female employees who are expecting and cannot come to the workplace for the conduction of task can be provided with flexible work timings and work from home options so that they could accomplish their task.

According to Bailey, Mankin, Kelliher & Garavan, (2018), managing job stress is the vital requirement for increasing the efficiency of the employees. The working condition of the manufacturing units must be such that it promotes positivity and constructive work culture in the working environment of the organization. This presence of a positive working environment makes the employees highly motivated because of which they are able to conduct their work in an effective manner. The employees are found to be working more efficiently if they are provided with better working conditions and high motivational factors. On the other hand when the employees experience high levels of stress at the work place due to improper work environment, lack of proper coordination and communication among the team members and employees, etc. can impact the working efficiency of the employees in a negative manner. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, flexible work arrangements play a major role in establishing work life balance in the workplace. The working structure of the manufacturing industry is highly tedious and

demanding in nature. The employees are required to perform different work and activities that are related to the accomplishment of task. For this the employees work hard and make great efforts to achieve the high levels of productivity necessary for the growth of the manufacturing units. The provision of flexible working hours is one of the steps that are taken by the employers to enhance the working conditions of the workplace which helps in the provision of better working culture and environments for all the employees especially female employees to carry out their task in a proper way. The provision of flexible work hours enables the female employees to establish work life balance in an adequate manner. The provision of flexible work hours helps the female employees strike a balance between the both the domains in an effective manner. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), the provisions of work from opportunities would enable the female employees to conduct their professional as well as personal responsibilities in an effective manner. The provision of double shifts and flexibility to work in any shift as per the suitability further helps the female employees to establish a sound work life balance. As per the collected data it was found that those manufacturing units which had implemented flexible working hours into their working operations had experienced high levels of growth and productivity due to satisfied and highly motivated employees.

According to Aryee, Srinivas & Tan, (2005), technology plays a vital role in enhancing the working efficiency of the employees in the manufacturing industries. Due to incidence of technology into the working systems the employees were able to accomplish their task in an easy and quicker manner because of which the work efficiency of the employees increased considerably. Data reveals that due to the introduction of advanced technology features into the working of the organizations the efficiency of the employees has increased. An increase of about 8.5% growth in the efficiency in the working of employees was found in the manufacturing units. The efficiency levels of males' employees increased by 7.9% and the females' employees increased by 6.4%. This was due to the fact that the introduction of new technologies helped the workers to accomplish their task in a

quicker manner. This led to the establishment of work-life balance as the employees were able to divide their time accordingly between both the domains in an appropriate manner.

The personal determinants which tend to be more effective than the professional criterion for maintaining a work life balance. According to Bailey, Mankin, Kelliher & Garavan, (2018), the family background, the support from the family, societal support, economic conditions of the family, needs and requirements of the family, personal growth and aspirations are some of the factors which tend to impact the maintenance of work life balance than the professional criterion for maintaining a work life balance. The support that the females receive from the family and society highly impacts the decisions that are taken by the women regarding the work and other actions. The economic conditions also lay a great impact on establishment of work life balance. If the family is going through economic crisis and financial aid is required to be given to the family the female takes decisions by which the support that is required by the family could be provided in an effective manner. In this situation the female establishes work life balance considering the financial status of the family. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, there are many needs and requirement of the family that are required to be fulfilled in an adequate manner. Also, some women are found to be ambitious and want to fulfill their desires of achieving high status and position in the professional life. These factors highly contribute towards the decision making process of the women as establishment of the work life balance at workplace and at home. The women who are ambitious and want to achieve high position in the society and workplace will give high regards to work in comparison to family and will establish work life balance accordingly.

The theories and models of work life balance

According to Blomme, Van Rheede & Tromp, (2010), the Structural Functionalism Theory indicates that the life of an individual is divided into two different parts productive life and emotional life. The productive life refers to that part of life which is concerned with the earning and producing a product

or service that could financially aid the family. The emotional aspect is referred to the part of life which is related to the family and home and establishing bonds and connectedness with oneself, spouse, parents, child and carrying out activities that are related to health, leisure, hobbies, etc. The structural functionalism theory ideally separates the two aspects into personal and professional parts. The theory lays stress on the establishing work life balance by specializing in the two different activities separately by mutually dividing the work between the men and women. The women are supposed to be staying and working at home doing household work. Men are supposed to be working outside in the workplace earning livelihood for the family without worrying about the household responsibilities. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, Ecology Systems Theory refers to the assessment of the construction of personality of an individual due to the interactions between the various characteristics that exist in surroundings of the individual and the environment. It is referred to the impact that folks, family, situation, process, context, time, etc lay on the work life experience of the individuals. The theory was afterward established into person-in-environment theory and laid the same constraints that were laid by the previous theory. It emphasized that identification of the persons and groups and establishment of their relationships could be done with the groups, communities, physical and natural environments in which they live.

According to Chiang, Birtch & Kwan, (2010), the Segmentation Theory the work and family are believed to be two separate entities such that no interaction exists between the work life and family life. The theory establishes that there exists a wall between the two roles of the individual such that both do not get merge or lay any impact on each other. The theory instills that both act as separate entities and not interconnected to each other in any way. Since the onset industrial revolution work and life aspects of the individuals have been parted through the inclusion of factors like time, space and function. This theory founds its existence when the workers try to repress their feeling related to work and behave in a manner which is not true to their nature. In the context of women the theory is referred to the process

that is used to create boundaries between the work and family. The theory lays on suppression of thoughts that are related to work or home and untrue behavior at home or workplace. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, Compensation Theory refers to the efforts that are made to reduce the negative impacts on one domain by making increased efforts to bring about positivity in another domain. It could be explained with the example of a worker who is dissatisfied with his work and lays more focus on family rather than concentrating on work which leads to the reallocation of human resources. It is further classified into two board categories that are supplemental and reactive. Supplemental refers to the positive experiences which are found to be less at workplace and pursued at home. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), Reactive compensation refers to the negative work experiences which are converted into positive experiences at home. In compensation theory establishment of an opposite relation between work and life is done in order to satisfy the limitations of one domain with attributes of other domain. Like the women who faced negative implications from the family were found to be more engaged in work and were consistent and expecting regular compensation.

According to Fogarty, Allen, Allen & Walters, (2016), Resource Drain Theory is termed as the transit of resources like time, money, and attention from one part to other due to scarcity of resources. The resources can also be transferred from one part even if they are not related to the work or family and belong to community or personal interests. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, Spillover Theory refers to the development of relationship between the work and family. It is believed that the workers carry the emotions and feelings that they experience at the workplace to their families and home and vice versa. It is further classified into two types that are positive and negative. Positive spillover refers to the contentment and accomplishment that is attained in one domain and lays its impact on the other domain also in positive manner. Negative spillover refers to the issues and dejection that are faced in one domain and are carried in the other domain as well. Like working women brings her work related emotions at

home and impact the other family members as per her moods and emotions. According to Fogarty, Rapoport & Rapoport, (2017), Work Enrichment Theory refers to level of instrumental sources like skills, abilities; values are affected by mood, satisfaction. It refers to the extent to which the individual faces positives or better life style in one domain and propagates the effects of this other domain. It is referred to the notion in which the female workers exhibit emotions and feelings according to the deliverance of work or conduction of day. When the female workers have a good day at work she become happy and exhibits abundance of energy the same is propagated to the family. The positive emotions that are experienced by women are propagated to the family. When the women experience good day and relation at home the same is propagated at work and the women are able to conduct their work with a positive frame of mind.

As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, Border Theory refers to the inducement of flexibility so that the transition over the boundaries could be done between the individual's work and family lives could be done in an effective manner. The level of flexibility in switching between the roles is highly affected by the level of integration between the two domains. The level of conflict that exists between the two domains is found to closely related to each other. The boundaries are found to be flexible in nature helps in the promotion of integration amid the work and family spheres. When the boundaries that exist between the domains are found to be relatively integrated in nature the mutual transition become easier however it may lead to the creation of conflict between work and family. Whereas if the domains are found to be segmented the transition between the domains becomes much more difficult and here are increasing chances of rising of conflicts between the family and work domains. According to Hill, Hawkins, Ferris & Weitzman, (2001), Integration Theory refers to the attainment of a healthy system of flexible boundaries that exist amid the two different domains of work and life. This could leads to the facilitation and encouragement of development of healthy work-life and community life domains. The theory refers to the inclusion of supplementary constituents such as community into the work and

life domain of the individuals. The theory implies that the redesigning of the traditional pattern of work-life assumptions highly impacted the stakeholders, employees, workers and communities. The theory propagates that the holistic approach is taken by the individuals to establish a balance between the work and life. This would result in attainment of better results which would help in attainment of effective solutions and shaping up the isolation factors of the individuals. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, Overall Appraisal Theory refers to the individual general appraisal which is related to the wholesome attainment of one's life or situation. The work life balance is related to the contentment and high level of productivity and performance that an individual's acquires at work place and home by the inclusion of minimum value of role conflict which is required to maintain equilibrium and overall sense of concord in life. It refers to the evaluation of the work and family resources that are found to be adequate in nature so that the different requirements that are related to the needs and demands of the family and work could be met properly and effective participation of the both the domains could be attained. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), When the application of overall appraisal theory is done the work life balance could be evaluated by addressing to certain basic questions like how thriving and fulfilling do you feel while maintaining the balance between work and personal life

The initiatives or strategies adopted by HR managers and employees for maintaining work life balance

According to Lunau, Bambra, Eikemo, van Der Wel & Dragano, (2014), the HR managers must allow flexible work hours to female working employees. The work culture in manufacturing industries is found to be very tedious and laborious. The female employees must be given sufficient time or grace period in between the work hour schedules so that they can work with higher efficiency and effectively. The women must be given the liberty to choose their working hour slabs as per their own time adjustment with their family members. The working women have to look after both the domains that is

work as a professional and home at personal levels so it often becomes tough for her to carry out both the responsibilities in an appropriate manner. The women are found to be under tremendous stress and pressure to meet the demands of both domains. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), the provision of flexible time schedule will help to reduce the complications that are faced by the working women related to the maintenance of work-life balance. As per the collected data it was found that those manufacturing organizations which provided the female workers with flexible working hours were found to be more attentive and regularly came to the unit for the conduction of work. The rate of absenteeism of female employees had reduced to 12.67 % from 37.98% due to inclusion of flexible working hours in the units. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, many HR managers have made arrangements for the provision of child care facilities by the manufacturing industries. This has helped the women employees working the manufacturing units to come to the units on a regular basis. The managers observed that it was a big concern for the women employees who had younger children to leave them at home and go for work with a positive frame of mind. The introduction of child care facilities has solved the issues of the working women as they can work in the office and could monitor the movements of the children in short intervals. It was observed those manufacturing units who have initiated child care program into the organizational system witnessed an increase in the availability and present ratios in the manufacturing units. The increase in the female employees presence rates has reached to about 36.1 % which was previously were found to about 12.9 % prior to implementation of child care facilities.

According to Rey-Martí, Porcar & Mas-Tur, (2015), the HR managers could include adequate maternity leave plans in the working of the manufacturing organizations so that women employees could work and plan their personal needs and requirements in a proper way. The HR managers must make extra provisions for the women who are expecting and make them work in the sections of manufacturing units that are less risky or less laborious in nature. Proper rest at regular intervals is

granted to the expecting mothers so that they could establish coordination between work and rest in a proper manner. The provision of special health care facilities and medical service will further help the expecting mother to work effectively in the manufacturing units still when they are expecting. This way the women could get better opportunities to create work-life balance as the working place will be itself cooperating her to remain cool, calm and dedicated towards work and family. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, the HR managers can organize manufacturing organizations outings in intervals to boost the morale of the women employees. This will help all the workers to get to know each other in a better way without any pressure in a non-stressful manner. The HR managers could plan the outings as per their budgets, it could be a low key affair or an extravagant event will depend onto the manufacturing company profile and culture. The company HR managers can organize a free or paid lunch to the employee in office or at nearby eating joints or could make special arrangements for the working women employees to celebrate the birthdays of the employees, holiday parties, happy hours which will reduce the stress levels of women employees and they would be in an able position to work more efficiently at the work place. As per the collected data it was found that those manufacturing companies which were practicing healthy and positive work culture into their working conditions had a high rate of growth in performance of the employees especially the women employees. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), the data reveals that the women employees enjoyed the group outings organized by the companies because of which they worked with higher efficiency and showed better performance. The efficiency of the women employees due to inclusion of better working conditions had increased to 37.4 % from 16.7% indicating a high rise in the performance efficiency of the women in the manufacturing industry.

According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), the HR managers could make provisions for the good health care facilities for all the employees. The manufacturing units could provide wellness benefits

like gym facilities, healthy snacks options, massage treatments, etc to reduce the stress that the employees working in the manufacturing industries go through. This will help to reduce the stress levels among the all the employees specially women. The provision of medical facilities and self-care benefits like legal service and discounts on acquiring health insurance plans could be provided to the employees. In this way the manufacturing companies help to establish a proper work-life balance between the professional needs and personal requirements so that he employees could work in an effective manner contributing towards the growth and development of the company in a progressive manner. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, the HR managers can incorporate structural consistency in the work requirements. When consistency is maintained in the working of the manufacturing units the employees get the knowledge what is expected of them to be done on daily basis. This reduces the anxiety levels of the women employees and they are able to plan work in a proper manner. This reduces the stress levels of the employees and they are in a more able position to pay attention to their personal needs. The women establish a work-life balance by paying attention towards the family needs in a proper manner without requiring taking stress about tomorrow's work at the manufacturing company workplace as they are well prepared for tomorrow's task in advance.

According to Hill, Hawkins, Ferris & Weitzman, (2001), the HR managers must include team building exercise into the working culture of the manufacturing industries so that well coordinated and constructive working environments could be established within the working conditions of the company. The working conditions of the manufacturing units are highly meaning in nature which requires a lot of labor and patience to deliver the work correctly without causing any accidents or mis-happenings. The HR managers must lay stress development of a sense of team work in the workings of the people so that the task to be accomplished could be with mutual understanding and support. This will reduce the stress levels of the employees and they will feel more connected to each other the working place will become a healthier place to work

in. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), the reduction in stress levels will ensure that all the employees work with no pressure and increase their efficiency to great heights. This will create higher satisfaction levels among the women employees and they will be able to increase their efficiency levels and establish work-life balance in a proper manner. As per the collected data it was found that the work efficiency of the women employees has increased considerably in the manufacturing units due to inclusion of team spirit of working conditions. The data reveals that the work efficiency of the women employees has increased more in a comparison to their male counterparts. The growth in the working efficiency of women was about 29.7 % which was about 16.8 % previously where as growth in the working efficiency of men was about 23.5 % which was about 12.9 % previously. A significant growth in the efficiency levels of women employees could be seen which help the manufacturing units to grow in a progressive manner. As per Lunau, Bambra, Eikemo, van Der Wel & Dragano, (2014) point of views, the HR managers could encourage vacations in the workings of the manufacturing industries. The working culture of manufacturing units are highly demanding and stressful in nature as the employees are required to play a number of roles to ensure that the production process is carried out in a proper manner. It happens that the work schedule often becomes very hectic and the employees lose all the energy at workplace and is not able to establish a balanced work life balance in their lives. This increases the stress level of the employees especially women as they are required to meet the expectations of both the domains that is work and home in an adequate manner and is not an easy task. Therefore the HR managers encourage taking vacations as a positive change that could be planned by the all the employees special the women employees so that they could establish a balance between their work and family. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), Taking an off for a vacation will reduce the work pressure on the employees and they will feel more charged with positive energy to join the work after the vacations. This will help to increase the efficiency levels as the employees will be working

with greater dedication and no stress. The HR managers must encourage the employees to take vacations so that they could be self rejuvenated and motivated. The inclusion of use it or lose it vacation programs must be initiated to provide a well deserved break to employees so that they could strike a work – life balance and come back to work with more positive energy.

According to Rey-Martí, Porcar & Mas-Tur, (2015), the HR managers could help the employees especially women employees to get their daily tasks done in an appropriate manner. This could be done by introducing on-site or nearby benefits which will enable the employees to get their personal tasks completed in a more effective manner. The provision of such benefits will enable the women employees to accomplish the family and homey affair tasks in a proper manner and reduce the stress levels female employees to minimum. The HR managers could establish tie-ups with householder's workers and provide discounts on the works that are related to Laundry facilities, Dry cleaning, Free lunch, Tax preparation services, Catering for personal events, Auto repairs and maintenance, etc. to the employees which would further reduce the burden that are experienced by women employees. This will enable the women employees to establish a perfect work-life balance as the tasks at work and at home both could be managed in a proper way. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), this will reduce the stress levels of the women employees and provide them with more free time so that they could spend quality time with their family. As per the collected data it was found that the stress levels of women employees had reduced considerably when they were provided assistance in carrying out the small errand activities as the women did not enough time to accomplish such tasks which are of great importance but could not be achieved due to lack of time and efforts. The data revealed that the stress levels of working women reduced to 12.3% from the earlier levels of 26.5% due to the assistance provided by the HR managers of the manufacturing industries and helped the women employees to strike a balance between work and life in a proper manner.

According to Emslie & Hunt, (2009), the managers in the manufacturing industries must include training and education programs so that

efficiency of the workers could be increased. When the efficiency of the workers will increase they will be in a more able position to establish a balance between work and family needs. This could be done when the employees will develop abilities to conduct their work in an efficient manner. To accomplish the task in an efficient manner the employees especially the women employees must be provided with quality education, learning, and training so that they could accomplish their task on time and could establish a perfect work-life balance. The managers of the manufacturing could organize seminars regarding the understanding of the work-life balance concepts and other different aspects of establishing a work-life balance. Data reveals that many of the manufacturing industries have included LIVESMART programs into their working operations, including other programs so that the employees could get a better level of learning and understanding of the importance of work –life and balance and they would make greater efforts to establish the same.

As per Ernst Kossek, Lewis & Hammer, (2010) point of views, the provision of training programs into the working culture will provide a high level of growth of the women workers that are working in the manufacturing industries. When the employees will be provided with effective training the employees will be able to develop their skills and capabilities to high levels. Because of this their working efficiency and capacity will increase to high levels. As per the collected data, it was found that due to the implementation of training programs, the working capacities of the employees have increased significantly. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, previously it was found that the working capacity of the workers in the manufacturing units was about 26.5%. In this, the working capacity of males was found to be about 19.8% which increased to about 27.9% due to the introduction and implementation of training programs. The working capacities of the females working employees were found to be increased to about 25.1% in comparison to the previous data which showed the working capacity of women to be about 17.7%. Due to proper training, the women employees were able to conduct their work with much accuracy and precision. This helped the female workers to establish a work-life balance in an

adequate manner. Because of enhanced skills the women employees will be able to complete their work on time and spend quality time with her family members adequately.

As per Gambles, Lewis & Rapoport (2006) point of views, the managers must support the provision and implementation of telecommuting services into the workings of the manufacturing industries. The managers must allow the employees to set their own schedules for deciding the work time hours. The managers also allow the employees to work from home for at least one or two days. The major concern of the manufacturing industries is that generally the employees are not found to be productive enough while working from home. The reality and truth are completely different. Data reveals that a survey was conducted in which many manufacturing companies took part. It was found that those companies which allowed its employees to work from home showed better performance than the companies whose employees were a regular office goer. It was found that the productivity levels of the employees increased up to 13% more productive working rather than working at the office. There are other additional benefits of using work from options. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, the employees are able to perform all those tasks and work which is required to be done for which otherwise the employee had to take leave from work. The women workers are able to develop a healthy work-life balance by the introduction of facilities like work from home option. Because of the incorporation of the work from home option into the working of the manufacturing units, the working women employees will be able to take efficient care of her family members being at home at the time of needs. For example when any family member is sick and needs to be addressed the women employees can use the work from home option to look after the sick as well as continue working from home which otherwise she would have to take a leave from work to attend the sick. Therefore by adopting telecommuting services work could be completed by keeping the home to be the base of the workstation. This way no loss of productivity will be observed in the work of women. The telecommuting services will provide the women

employees to work from effectively by using various tools and techniques required to accomplish the task.

According to Khan & Agha, (2013), the manufacturing industry companies must lay stress on achieving the productivity levels of the women employees. It is not necessary that the employees who are working and putting on their efforts to complete the task will be efficient workers. The more working capacity of the women employees and being productive are not necessarily to be linked to each other. Many of the manufacturing companies follow the fixed time working hours for the employees. They are required to work for a full 9 hours as per the company's norms and regulations. There is a particular entry, as well as the exit time of the employees, Even of the employees, had completed their tasks before the time they are not allowed to home before the prescribed me bound schedule. However, in some of the manufacturing companies had been flexible work hour concept introduced. It was found that in those companies where the employees are required to work for long hour's showed low levels of productivity in comparison to those who had the option of flexible working hours. As per the survey conducted by The Mental Health Foundation, it was found that about 27% of the women employees felt depressed, about 4 % of the employees felt irritable and about 58 % of the working women employees became irritable. In addition to this, the working of employees was found to be getting affected in a negative manner due to long working hours. It is necessary that the managers in the manufacturing units must encourage the women working employees to show productivity and efficiency instead of working for long hours. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, this will ensure that the workers are addressing to the professional needs in an appropriate manner which would lead to increasing the morale of the women employees to great extents. This will help the women employees to develop a healthy work-life balance so that they could perform their responsibilities at work and in the home in a better manner.

As per Lewis, Gambles & Rapoport, (2007) points of view, in many of the manufacturing industries the managers encourage the adoption of creativity so that the mental health of the employees

is take proper care and the creative and innovative thinking styles of the employees gets developed. The managers must see to it that each and every employee especially women employee must pursue their creative interest so that they could accomplish the task in the most creative manner. The inclusion of creativity in the working of employees will enable to construct a better sense of balance and thinking in new ways so that more benefits could be provided to the manufacturing units. Many of the manufacturing units have introduced a 20% program according to which developers both male as well female employees are required to participate and provide their full concentration towards spending 20 % of the time in creating new projects. Even the employees will also enjoy a break from the regular piece of work and would get better chances to showcase their talents in front of others. This will enable the other working employees to take inspiration from them and do their work in a creative manner. The use of the creative skills could be done to accomplish the task in a faster manner and establish healthy work-life balance.

The dearth in initiatives by the Indian employers to maintain a proper work life balance

According to Singh & Kaur, (2016), many manufacturing companies that are operating in India are not working as per the guidelines that are mentioned by the governing bodies. Factories Act, 1948 has been passed by the Governing bodies according to which no worker in any industry is allowed to work for more than 48 hours in a week that is more than 9 hours in a day. The employees who have worked for about 280 days in the organization must be permitted paid leaves. The leave of the employees must be calculated on the basis of one leave for every 20 working days. The Ac also laid down provision that those organizations where the strength of women employees is more than 30 are required to provide crèches. These guidelines that are mentioned under the Factories Act 1948 and laid down by governing bodies are hardly followed by any of the manufacturing industries. According to Stearns, (2018), the working conditions of manufacturing industries are found to be very tedious in nature so that the production process could be carried out in an efficient manner. The employers of

manufacturing units lay more stress on gaining productive efficiency rather than paying attention to the personal needs of the employees which increases work pressure on the employees leading high levels of stress. No initiative is taken by the HR managers or administrative or management heads to bring about improvements or necessary positive changes to reduce the work pressure on the women employees so that their work pressure could be reduced and effective work-life balance could be established.

As per Sonnenstuhl & Trice, (2018) point of views, the work culture in the manufacturing industries is highly demanding in nature and the employees are required to give their 100% efforts to achieve the aims and goals that are set by the manufacturing industries. For this the employees are even required to work overtime and even on days of holidays. This highly disturbs the work life balance that is created by the women employees to strike a balance between their work and family. The managers and senior officials must take appropriate initiatives like paying extra for the extra time given by the employees, or provide facilities of food and transportation so that the conduction of work could be done in a proper manner. It is observed that the HR managers or the other administrative head are not providing any such proviso to the employees who are making extra efforts so that the organization could reach to great heights. According to Slaughter, (2015), the manufacturing industries do not provide adequate vacation facilities to the employees because of whom the employees are under constant pressure to perform well and could not concentrate on their personal affairs in a proper manner. This has reduced the efficiency and performance levels of the women employees as they do not feel motivate enough to work under such stressful situations. As per the collected data it was found that the due to absence of proper vacations, overworking of workers and creation of disturbances in the establishment of work-life balance the stress levels of women employees working in manufacturing industries has increased to 29.3% which was 11.2 % earlier. The endowment of unhealthy practices has led to increase in the stress levels of employees impacting the performance of the employees in an adverse manner.

As per Singh & Kaur, (2016) point of views, culture plays a vital role in enhancing the work

performance and establishment of work life balance. The managers in manufacturing industries are not found to be taking proper initiatives to promote healthy and supportive work culture in the workings of the organizations. There is lack of proper communication because of which the employees are not connected to each other in a proper manner and find it difficult to synchronize the work in a proper manner. There is lack of proper coordination of work with the team members which reduces the work efficiency to low levels. The employees experience that there are different cultures that exist into the working operations of the manufacturing units with respect to establishment of work-life balance. According to Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, (2015, December), the mangers have adopted certain practices and policies like late night shifts, weekends work days, etc. that do not support effective work life balance reducing the efficiency of the female workers as they are not able to strike a balance between work and life resulting in increased levels of stress. As per the collected data it was found that due to increased levels of stress the work efficiency of women employees in the manufacturing industries has considerably decreased. The women were found to under tremendous pressure to strike a balance between work and life and when it was not possible it highly impacted their working efficiency. The data revealed that the efficiency levels of the female employees had reduced to 13.6 % from about 34.7 % due to undue pressure bestowed on them. The inclusion of unhealthy practices into the working culture has taken a negative turn reduced the productivity levels of female employees to an all time low.

According to Schwab, (2017), the role played by the supervisors highly impacted the conduction of work in the manufacturing industries. The way the supervisor s promoted certain polices like fixed working hours, limited duration of lunch breaks, less frequency of tea or coffee breaks, etc. that were not in accordance with the establishment of work life balance. Few of the supervisors in the manufacturing industries were not found to be flexible enough to allow the employee to take advantage of the benefits of the flexible work hours or schedule provided by the manufacturing unit to the female employees.

According to Safa, (2018), the supervisors were found to be strict and did not permitted flexible working schedule that were planned and organized by the female employees as per their feasibility striking a balance between work and family. The supervisors instilled that the employees must follow a proper schedule to provide their service to the company in an appropriate manner. This disturbed the work life balance that was created by female employees by establishing coordination between their professional and personal requirements. This made the workplace working conditions highly demanding and pressurized. This highly de-motivated the employees because of which their performance levels reduced to minimum. According to Rey-Martí, Porcar & Mas-Tur, (2015), the effective work-life coordination that was established by the employees gets disturbed because of the female employees face problems at home and family front also. This highly impacts the productivity levels of the female employees in a negative manner. As per the collected data it was found that due to disturbance in the effective work life balance the productivity levels of female employees considerably decreased. The data revealed that the productivity level of female employees reached to 13.7 % from 27.8 % due to lack of flexible work hours and disturbance in well coordinated work life balance.

As per Nicolson, (2015) point of views, the lack of provisions of adequate medical and maternity facilities is also a major cause of concern for female employees working in manufacturing industries. The lack of adequate medical and maternal facilities highly impacts the establishment of proper work and life balance. As per the provisions laid by Maternity benefit Act 1961 by the governing bodies in India the working women are eligible to get paid leaves of about 12 weeks if the female employees are pregnant and expecting. The leaves can be taken in the format of 6 weeks before delivery and 6 weeks after delivery which are completely based on paid leave facilities. According to Neal & Hammer, (2017), the Act also propagates that the working women must be provided with minimum 2 nursing breaks to feed the new born per day. The practices that are laid down by the Governing bodies through the Maternity benefit Act are not found to be followed adequately in the manufacturing units. Few of the manufacturing units

were found to be very strict and did not permitted leaves to the expecting female employees prior to delivery and were expected to carry the task at home to meet the production requirements. This highly impacted the work-life balance and led to the creation of stress and pressure among the working female women in the manufacturing industries. According to Mishel, Bernstein & Schmitt, (2016), the employees in the manufacturing industries are facing considerable increase in the workload demands due to reduction in resources. The manufacturing industries are found to be frequently carrying out activities that are related to the budgeting and staffing of employees. According to Lyness & Judiesch, (2014), the inadequate budgeting and staffing leads to the reduction of workforce because of which the existing employees are endowed with increased workload and are required to carry out more functionalities with limited resources. For the conduction of increased workload more working hours are required because of which the work-life balance that was established by female working employees gets disturbed. The female employees along with other workers are required to work for extra long hours on weekdays so that the task assigned to them gets accomplished. This reduces the time which they spend with their families and get less time to undertake the activities that are required to be done at home front and to take care of the personal responsibilities. According to Lunau, Bambra, Eikemo, van Der Wel & Dragano, (2014), this highly impacts the work life balance created by the female employees because of which their personal live highly gets disturbed and impacted in a negative manner. The lack of proper work allocation initiative taken by the supervisors or team leaders leads to the creation of such adverse situations because of the performance of the female employees gets highly deteriorated. Data reveal that due to improper allocation of workload the performance levels of the female's employees highly got impacted in a negative manner. The reduction in the performance level of employees was found to be about 13.7 % which had reduced to an all time low from about 26.9 % when there was proper allocation of workload.

According to White, Hill, McGovern, Mills & Smeaton, (2003), the managers in the manufacturing are not providing better working

cultures and opportunities to the women workers and employees. The lack of better working culture has led to the increase in the issues and troubles that are faced by the women working employees. The work culture of any organization is necessary to bring about positive changes in the working conditions of the company. Due to the positive working environment, the employees are able to accomplish their task in a more efficient manner. In the absence of positive working conditions, the women employees get deeply de-motivated and are unable to conduct their task with a positive frame of mind. This could highly affect the efficiency levels of the women employees. Due to decreased motivational and adverse working conditions, the women employees are not able to make any enhancements in their performance level or increase their productivity levels. Data reveal that for the conduction of quality work done by the employees highly dependent upon the ability and conductivity of the employees. As per Hepworth, Rooney, Rooney & Strom-Gottfried, (2016) point of views, the ability and conductivity under poor working conditions get hampered and the working efficiency of the women employees gets reduced. It was found that due to poor working conditions the efficiency level of women employees had decreased to 9.7% from an early level of 16.9% due to lack of positive working condition. This has highly impacted the work-life balance of the female employees. They are required to spend more time in accomplishing the task which means the reduction of time from the home front. This leads to the creation of the gap between the establishments of work-life balance.

As per Yasbek, (2004) point of views, the inability of managers to include effective support system and introduce innovative ideas like bring home to office, etc. has lowered down the working capacity and ability of the women employees in the manufacturing units. It is a known fact that to strike a balance between work and family is not an easy task. In order to meet the work-life balance in an adequate manner, the managers must introduce innovative programs like bringing the family or friends to the workplace. This introduction of Bring in your parents' day program would encourage the employees to invite their parents and friends to the workplace. This will provide opportunities for the

employees with a chance to spend more quality time with their family members. Due to increased interaction and communication levels, the managers will be able to know about their employees in a better manner. This will also help the women employees to feel better and get engaged with the work in a positive frame of mind. As due to lack of positivity no work could be accomplished with good quality and high standards. Due to increased levels of positive attitude, the women employees will be able to complete their task in an efficient manner. Data reveals that increased levels of positivity the women employees were able to accomplish their task before time as there was no undue pressure upon them. This led to the increase in the efficiency of women employees in the manufacturing unit's levels significantly. About 6.2% of growth levels were found in the working efficiency of the women. Because of this, they were able to create a work-life balance in a proper manner. Hence the managers are propagated to introduce such programs more often to keep the employees charged positively motivated.

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