

Gender and Its Impact on Critical Factors to Maintain Work-Life Balance in Selected Banking and Insurance Companies in Haryana

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Increasingly, many employees and organizations today are viewing Work-Life Balance as an important issue. In today's world, where every individual has to balance conflicting responsibilities and commitments, Work-Life Balance has emerged as a predominant issue in the workplace. In fact, the frustrating search for work life balance is a frequent topic of conversation among men and women alike. Work-Life imbalance usually arises out of a lack of adequate time and/or support to manage work commitments as well as personal and family responsibilities. Meeting competing demands of work and family is not only tiring but can be stressful and can lead to sickness and absenteeism. It inevitably affects productivity. Work-Life Balance which is considered as a state of well being to handle multiple responsibilities, has become a critical factor for bringing individual and organizational success. Work-Life Balance is best achieved when an individual's right to a fulfilled life, both inside and outside paid work, is accepted and respected as the norm, to the mutual benefit of the individual, business, and society. The present study aims at measuring the impact of Gender on the Critical factors of the flexible employment options for Work-life Balance in Corporate Environment. The data is analyzed with the help of ANOVA using SPSS13 version. The study is conducted in Haryana State in Private and public sector banks and insurance branches using 300 sample size from Top, Middle, and Lower level employees.

Introduction

Composition of work and family life spheres has considerably changed over a period of time. Today's working male and female face a broad set of daily confront which many times create discrepancy between their working life and personal/family life. Lack of Work-Life Balance thus influences working individual's performance at workplace as well as in personal life. In the present corporate environment scenario, organizations were hard pressed for higher productivity and could face the recessionary challenges better if their employees were more occupied with work and workplace.

Organizations, more than ever, need employees with better Work-Life Balance. An employee with enhanced Work-Life Balance would contribute more significantly towards the organizational growth and success. Following objective of the study presented evolutionary pattern of Work-Life Balance from the extant literature. In the later part of the objective, critical analysis of the latest trends in the corporate world and to justify further promotion of Work-Life Balance programmes at organizational level.

At organizational level, 1950s onwards, significant development in long hour culture, unpaid overtime, changing work time and work escalation starts to be witnessed. It resulted into better work related stress, time compress for home and family and employee demand for shorter working hours. Disagreement between work and personal life provoked further due to 24x7 work culture becoming popular due to arise of service sector industry, technological complexities at workplace, ageing population and loss of social support network. Though researchers noticed influence of socioeconomic factors on family, personal life, work and other factors and organizations as early as 1930s, yet it was only after the 1960s that the focused research on work and personal life and their influence on each other under changed circumstances became apparent.

Review of Literature

In the 1960s, research on working mothers and dual earner families came into light as women's participation grew significantly in the workforce. Rappaport and Rappaport in 1960's researched on

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how in the agrarian societies work and family were closer to each other and how industrial revolt in the 18th and the 19th century created a divide between work and personal life and further how electricity and machines made mass production possible which basically meant setting up of factories away from home. Their study considered segmentation of work and family life due to movement of work away from home/family to the factories and cities. Rappaport and Rappaport covered a limited scope of work and life balance. Their research was mainly concerned with work and its impact on family and did not relate work and its impact on other aspects of life. Prior to 1970s, 'work' and 'family' were primarily treated as separate segments. Interdependence of 'work' and 'family' was tinted by Kanter (1977) who highlighted aspects of work affecting family life and aspects of family life affecting work. During the same time Pleck (1977) suggested work-family role system as a collection of male work role, female work role, male family role and female family role. Pleck (1977) further stated that women experience spillover from family role into work role and men experience spillover from work role into family role. The 'spill-over theory' was added strengthened by Staines (1980) who suggested that spillover from one segment of life into another could have both positive and negative consequences. Staines (1980) supplemented the discussion on work-life aspects through 'compensation theory', according to which a person attempts to reimburse deficit in one aspect of life through additional investment in other aspect of life. As cited by Pickering (2006), Greenhaus and Beutell (1985) gave a new direction of work-family research by presenting the work-family conflict theory according to which an individual has to perform different roles and family and work struggle in demanding time, attention and obligation to perform these roles. Role behaviors in family and work thus conflict with each other, and create work-family conflict.

According to Greenhaus and Beutell (1985), as cited by Skinner and Pocock (2008), primary causes of

conflicts due to paucity of time were time related stress and paucity of time for life outside workplace. Initial work-life policies and programmes in the 1980s were primarily focused on women with children (Lockwood 2003). 1990s witnessed the shift from working mother specific narrow focus to a broader focus on married and unmarried men and women with or without children. Focus on 'work-family' and 'family-friendly policies' broadened to a larger 'Work-Life Balance' discourse. A simpler understanding of Work-Life Balance could be presented with the help of balanced wheel of life, which was commonly cited in Work-Life Balance literature. Byrne (2005) presented the age-old concept of balanced wheel of life and related Work-Life Balance with it. Byrne (2005) suggested eight important sections of life as the eight spokes in a wheel. The sections were work, finances, spiritual, hobbies, self, social, family and health. According to Byrne, all these eight sections of life were important for every human being and each individual attempts to achieve a balance amongst these different sections. Byrne thus treats all the eight sections with equal weight and importance, which might not be true with every individual. Over looking its limitation of the model, the balanced wheel of life could be termed as the easiest way to understand the concept of Work-Life Balance as its model look into different segments of life.

Phenomenal growth of Work-Life Balance research and initiation of Work-Life Balance programmes at organizational level between 1950's and early years of the current century has been due to a wide gamut of benefits derived by employers and employees. McDonald and Bradley (2005) identified a set of employer and employee benefits of Work-Life Balance initiatives. Availability of broader talent pool, earlier return of employee to work after maternal leave, lower rates of absenteeism, positive employer branding, enhanced work related performance, better employee retention, reduced employee turnover, improved health of employee and higher degree of job satisfaction were the benefits identified by McDonald and Bradley (2005) in Table-1 as below:

Table-1: Benefits of Work-Life Balance Initiatives

Qualitative benefits for employers	Qualitative benefits for employees
-Retaining valued employees -Motivated workforce -Attracting a wider range of candidates -Reputation of employer of choice -Reduced recruitment cost -Maximized available labour	-Happier life at work and at home -Improved quality of applicants -Better work place relations -Improved self-esteem and concentration -Time for personal and family life -Greater control of better management of home and work -Supportive workplace that values staff
Quantitative of benefits	
-Cost of absenteeism -Cost of diminished productivity -Cost of staff turnover and recruitment -Cost of health insurance premiums -Cost of direct medical claims -Cost of customer satisfaction	

Source: Naithani Pranav (2010), "Overview of Work-Life Balance Discourse and Its Relevance in Current Economic Scenario", Asian Social Science

These benefits were not only social and psychological but also economic, and that was the primary reason why global and proactive organizations have leveraged Work-Life Balance programmes to enhance productivity and profitability, besides gaining higher employee engagement. Further review of literature on Work-Life Balance benefits brought forward a wide array of Work-Life Balance benefits, which could be categorized, into qualitative and quantitative benefits to employers and employees Work-Life Balance initiatives at organizational level directly benefit employers as well as employees. It, in turn, enhances the job satisfaction, work engagement and work productivity of employees. These direct benefits to employees in turn benefit the over performance of the employee organization. Authors in Work-Life Balance literature, which could be prevented if more effective Work-Life Balance initiatives were undertaken, has cited various monetary losses, direct and indirect.

Family friendly policies could reduce or prevent such employee absence and thereby reduce the monetary losses. It was evident from above calculations that saving of these costs will be a direct benefit to the employee. Organizations, if a better Work-Life Balance was at the hands of the workforce. Organizations that have an effective and efficient Work-Life Balance programme exhibit a better financial performance.

Research Methodology

The present study attempts to measure the impact of Gender on the Critical factors of the flexible employment options for Work-life Balance in Corporate Environment.

Hypothesis of the study

In view of exploratory research carried out by collecting information from the knowledgeable persons and review existing literature, the following hypothesis has been developed:

- H0 (1): Gender has no significant relationship with Critical factors for maintaining Work-life Balance in Corporate environment
- H1 (1): Gender has significant relationship with Critical factors for maintaining Work-life Balance in Corporate environment

Sample and Sample Profile

The Sample included in the study was drawn from different places of Haryana. The Sample size of the research consisted of 300 employees from different levels in the organization. There were Top level (107), Middle level (98), and Lower level (95) employees from different Private and Public Banks and Insurance branches in Haryana. There were Private Banking branches (77), Private Insurance branches (69), Public Banking branches (80) and Public Insurance branches (74) in the sample size. The objective was to measure the impact of gender for maintaining Work-life Balance in corporate environment. To cover the wide range

of population spread all over the area selected, the area was stratified into different Zones (Table a). Two districts were chosen with the help of lottery system. Respondents were chosen from each district of Haryana. In this way, efforts were made to make the sample more representative, more purposeful and in accordance with the objectives of the study. Descriptive tables show only the statements having significant difference at 0.05 levels.

Table-2: Zones of Haryana

Zone I	Ambala, Panchkula, Kaithal, Karnal, Kurukshetra, Yamunanagar
Zone II	Jind, Jhajjar, Panipat, Rohtak, Sonapat
Zone III	Bhiwani, Fatehabad, Hisar, Sirsa
Zone IV	Faridabad, Gurgaon, Mohindergarh, Rewari

Pilot Survey: A pilot survey of 50 respondents was conducted. The responses were carefully reviewed and subsequent changes were made in the questionnaire.

Scale Reliability: The reliability of the scale was tested for questionnaire used in the present study with the help of Cronbach's Alpha. The value of Cronbach's coefficient alpha was 0.92, which is greater than 0.6 and falls between permissible limit of 0.6 to 1.

Statistical Tool for Analysis of Data: One-Way ANOVA was used while using SPSS13 version.

Analysis of Data

Organization growth and development depended upon many factors. To make any organization excels or to be a leader it became necessary to identify the factors that affect the success of any organization. In this study critical factors were taken. Critical factors are those factors, which are crucial for the success of the organization and cannot be ignored. In this study there were various critical factors for the organization were: Organization itself, Employer, Employee, Trade Union, Government, Management and Society but for this objective we had studied the impact of critical factors (Organization, Employer, Trade Union, Employee and Management) on

Gender. In this objective researcher had studied which was the most important crucial factor for the success of any organization and which were not. How Gender influence the critical factors for maintaining the Work-Life Balance in the organization. This study revealed the importance of gender for the organization productivity, profitability and its survival in dynamic environment.

An organization that has an efficient Work-Life Balance programme exhibits a better financial performance. Work-Life Balance of an individual employee when viewed collectively for the total workforce of an organization results into a colossal impact on the qualitative and quantitative organizational performance. Employees who achieve improved Work-Life Balance with the assistance of the policies implemented by the employing organization tend to be more productive as their work engagement enhances.

In this study the main objective was to identify the impact of gender on the Critical Factors of Work-Life Balance. The demographic variable in the study were gender, nature of work, working days, experience, age, level of management, industry, salary, partner working and sector but for this objective only main variable like gender was taken. In this study males (233) and females (67), employees from private banking branches (77), public banking branches (80), private insurance branches (69) and public insurance branches (74) employees were taken.

Impact of Gender on Work-Life Balance

The objective was to identify the impact of Gender on the Critical Factors of Work-Life Balance. In this objective effects of gender on all the Critical Factors of Work-Life Balance were studied. In this objective organization, employer, Trade Union, employee and Management were taken as critical factor. Critical Factors are those factors which cannot be neglected and handle in a careful manner. The observation of the questionnaire were studied on the basis of likert scale from Strongly

Agree=1, Agree=2, Uncertain=3, Disagree=4, strongly Disagree=5, hence lower the mean score, higher was the agreement towards that statement.

A) Effect of Gender on Organization as a Critical Factor of Work-Life Balance

For considering the effect of gender ten statements related to organization as a critical factor of Work-Life Balance were being studied and out of these statements four statements were found to have significant impact on the gender, which is shown in Table-3.1.1 (a) as below:

Table-3.1.1 (a): Effect of Gender on Organization as a Critical Factor

Statements	F	Sig.
2.1 Organization allows employees to take time off to care for and support a sick family.	.403	.526
2.2 In the emergency, employee is allowed to take leave to take care of his/her child.	.449	.503
2.3 Organisation allows employees to take time off for study or training	1.666	.198
2.4 Organization allows employees to take time off for cultural/religious reasons	5.355	.021*
2.5 Organisation allows employees to take Unpaid maternity/paternity and adption leave	.219	.640
2.6 Organisation allows employees to take Paid maternity leave.	.004	.947
2.7 Organisation allows employees to take paid paternity leave.	3.730	.054*
2.8 Organization allows a leave programme that allows employees to take a day off spontaneously without forcing them to pretend they are sick.	8.722	.003*
2.9 Organization encourages workers to leave office by 7 pm.	1.143	.286
2.10 Organisation allows LTC (Leave Travel Concession) to employees every year	6.102	.014*

*Significant at 5% level (Tabulated value .05)
Source: Field Survey

It is clear that the descriptive mean analysis suggested that woman gave more importance to 'cultural values and religious values' and corresponding mean value was 2.1471. Woman was more agreed on 'paid paternity leave' and corresponding mean value was 2.2206. The reason for it was that they need more husband support at that time. Statements related to organization, which had significant impact on gender is shown in Table-3.1.1 (b)

Table-3.1.1 (b): Descriptive Mean for Gender on Organization as a Critical Factor

Statements	Male	Female	Total
2.4 Organization allows employees to take time off for cultural/religious reasons	2.5000	2.1471	2.4200
2.7 Organisation allows employees to take paid paternity leave.	2.5259	2.2206	2.4567
2.8 Organization allows a leave programme that allows employees to take a day off spontaneously without forcing them to pretend they are sick.	2.3319	1.8676	2.2267
2.10 Organisation allows LTC (Leave Travel Concession) to employees every year	2.4310	1.9559	2.3233

Women strongly agreed on 'spontaneous leave' and corresponding mean value was 1.8676. In Indian culture, woman was considered more responsible for household chores and any emergency could happen anytime. Woman strongly agreed on that 'Leave Travel Concession (LTC)' should be given every year and corresponding mean value was 1.9559. It was being observed that Leave Travel Concession (LTC) helped employees in removing stress and mental tension by enjoying on vacations with family. Hence it can be concluded that Null hypothesis was rejected and alternate hypothesis

was accepted. Therefore, organization as a critical factor had significant relationship with gender.

B) Effect of Gender on Employer as a Critical Factor of Work-Life Balance

For considering the effect of gender fourteen statements related to employer as a critical factor of Work-Life Balance were being studied and out of these statements three statements were found to have significant impact on the experience, which is shown in Table-3.1.2 (a) as below:

Table- 3.1.2 (a): Effect of Gender on Employer as a Critical Factor

Statements	F	Sig.
3.1 Fosters good employment relations at the organisation	.006	.939
3.2 helps in reducing lower labor turnover	1.336	.249
3.3 Helps in smoothing recruitment process	.398	.529
3.4 Lead to shortages of staff at key times	5.626	.018*
3.5 Adoption of flexibel time and work policies.	3.027	.083
3.6 Adoption of flexible time and work policies.	.075	.784
3.7 Establishing closer and informal mode of communicatiuon with employees.	.066	.798
3.8 Adopting five days week, while increasing the working hours on week days.	8.659	.004*
3.9 Compensating the employee by allowing off for a part of the day for the extra hours put in earlier.	7.448	.007*
3.10 Organising periodic family get-together's/programs/games/function,etc.	.358	.550
3.11 Inculcating high sense of commitment of employee to organisation welfare.	.566	.053
3.12 Helps in developing management skills in employees.	.000	.995
3.13 Maintaining satisfacotry level of customer relationship.	3.366	.068
3.14 Helps in Positive reaction to competitive forces.	.027	.869

*Significant at 5% level (Tabulated value .05)
Source: Field Survey

Statements related to employer, which had

significant impact on gender is shown in descriptive mean Table-3.1.2 (b) as below:

Table- 3.1.2 (b): Descriptive Mean for Gender on Employer as a Critical Factor

Statements	Male	Female	Total
3.4 Lead to shortages of staff at key	2.6940	2.3382	2.6133
3.8 Adopting five days week, while increasing the hours on week days.	3.3793	2.7941	3.2467
3.9 Compensating the employee by allowing off for a of the day for the extra hours put in	3.2457	2.7059	3.1233

Source: Field Survey

Descriptive mean analysis revealed that Woman gave more importance to 'lead to shortages of staff at key times' and corresponding mean value was 2.3382 that came better than that of man. The reason for it was that woman was more stable in their career than man. Woman were less agreed on 'adopting five days a week While increasing the working hours on week days' and corresponding mean value was 2.7941. They thought that it would not possible for them to devote more time. Man were more disagreed than woman on 'compensating the employee by allowing 'off' for a part of the day for the extra hours put in earlier' and corresponding mean value was 3.246. The reason for the same was that they had already done extra hours but not got 'off' for it. Hence it can be concluded that Null hypotheses was rejected and alternate hypotheses was accepted. Therefore it concluded that gender had significant impact on employer as a critical factor.

C) Effect of Gender on Trade Union as a Critical Factor of Work-Life Balance

For considering the effect of gender, five statements related to trade union as a critical factor of Work-Life Balance were being studied and out of these statements only one statement was found to have significant impact on it, which is shown in Table-3.1.3 (a) and Table-3.1.3 (b) as below:

Table-3.1.3 (a): Effect of Gender on Trade Union as a Critical Factor

Statement	F	Sig.
6.1 It promotes work-life balance to memebtrs & employees.	1.809	.180
6.2 It articulates the collective interest of members in work-life balance issues.	1.884	.171
6.3 It works in partnership with employer to develop and improve work-life balance in organization.	9.580	0.002*
6.4 It leads member’s participation in developing work-life balance solutions.	1.859	.174
6.5 When required, assists individuals to negotiate work-life balance solutions.	.523	.470

*Significant at 5% level (Tabulated value .05)
Source: Field Survey

Table-3.1.3 (b): Descriptive Mean for Gender on Trade Union as a Critical Factor

Statements	Male	Female	Total
6.3 It works in partnership with employer to develop and improve work-life balance in organization.	2.6164	2.1618	2.5133

Source: Field Survey

Descriptive mean analysis depicted that Woman were agreed on ‘it works in partnership with employer to develop and improve Work-Life Balance in organization’ and corresponding mean value was 2.1618. The reason for same was that it would be the duty of both employer as well as employees to develop healthy and improved relations in the organization. Hence it can be concluded that both employer and employees makes organization environment healthier. Moreover a Trade union factor has significant relationship with gender. Hence it can be concluded that Null hypotheses was rejected and alternate hypotheses was accepted. Hence it can also be said that gender had significant relationship with trade union as a critical factor of Work-Life Balance.

D) Effect of Gender on Employee as a Critical Factor of Work-Life Balance

For analyzing the effect of gender, ten statements related to employee as a critical factor of Work-

Life Balance were being studied and out of these statements two statements were found to have significant impact on it, which is shown in Table-3.1.4 (a) as below.

Descriptive mean analysis pointed out that woman was strongly agreed on ‘takes responsibility for delivering their own workload as agreed with their manager’ and corresponding mean value was 1.6029. The reason for it was that sometimes it would become necessary to take initiatives to show their capability. Women were also strongly agreed on ‘reviews and modifies arrangements as their personal circumstances change’ as it becomes necessary to look after their family so women make change and corresponding value of mean was 1.8529.

Table-3.1.4 (a): Effect of Gender on Employee as a Critical Factor

Statements	F	Sig.
9.1 Makes choices carefully about fit with organisation when applying for a job.	.434	.511
9.2 Takes responsibility for discussing needs and possible solutions with their manager (and union if appropriate).	3.040	.082
9.3 Takes responsibility for delivering their own workload as agreed with their manager.	7.645	.006*
9.4 Reviews and modifies arrangements as their personal circumstances change	12.180	.001*
9.5 Supportive of colleagues and manager’s work-life balance strategy.	1.571	.211
9.6 Participates in development of organisational work-life balance strategy.	.237	.627
9.7 There is a clear linkage between performance and rewards.	.640	.424
9.8 There is a great Training & learning opportunities in the organization.	1.302	.255
9.9 While applying for a job the employee should be careful whether he should completely fit with in the organisation.	.701	.403
9.10 There is a great prospects for one’s career in this organisation.	.221	.639

*Significant at 5% level (Tabulated value .05)
Source: Field Survey

Statements related to employee, which had significant impact is shown in Table-3.1.4 (b) as below:

Table-3.1.4 (b): Descriptive Mean for Gender on Employee as a Critical Factor

Statements	Male	Female	Total
9.3 Takes responsibility for delivering their own workload as agreed with their manager.	2.0690	1.6029	1.9633
9.4 Rewiews and modifies arrangements as their personal circumstances change	2.2284	1.8529	2.1433

Source: Field Survey

Hence it can be concluded that employee factors had significant impact on gender of Work-Life Balance. Hence it can be concluded that Null hypotheses was rejected and alternate hypotheses was accepted. Therefore it was depicted from analysis that gender had significant relationship with employee as a critical factor of Work-Life Balance.

E) Effect of Gender on Management as a Critical Factor of Work-Life Balance

For considering the effect of gender, eight statements related to management as a critical factor of Work-Life Balance were being studied and out of these statements only one statements were found to have significant impact on it, which is shown in Table-3.1.5 (a) and Table-3.1.5 (b) as below:

Table-3.1.5 (a): Effect of Gender on Management as a Critical Factor

Statements	F	Sig.
4.1 Work-life balance training is mandatory for all levels.	1.301	.255
4.2 Senior Management avails of work-life balance options.	.362	.548
4.3 Open door policy should be adopted i.e. an approachable hierarchy of superious and a caring a HR team assuring the employee that if anything goes wrong. they will stand behind him.	.575	.449
4.4 Timely and regular feedback of performance of employees in the organization	.744	.389
4.5 Non monetary forms of recognition for employees for their effort and contribution to the company are done on a regular basis.	.014	.906
4.6 Organization system is based on Smart Work Smart Reward strategy that is a metric-based system of performance measurement designed to provide employees with an opportunity to earn incentives over and above their salaries, based on their performance.	.089	.766
4.7 Career Advancement Opportunities within the organization.	3.464	.064
4.8 There should be an excellent linkage of rewards with productivity	6.715	.010*

*Significant at 5% level (Tabulated value .05)

Source: Field Survey

Table-3.1.5 (b): Descriptive Mean for Gender on Management as a Critical Factor

Statements	Male	Female	Total
4.8 There should be an excellent linkage of rewards with productivity	1.7371	2.1176	1.8233

Source: Field Survey

Descriptive mean analysis pointed out that male was strongly agreed on 'excellent linkage of rewards with productivity', and corresponding mean value was 1.7371 where as woman was also agreed to it and corresponding mean value was 2.1176. The reason for the same was that woman also gets equal opportunity for the rewards at the workplace. Hence it can be concluded that management factors had significant impact on gender of Work-Life Balance. Hence it can be concluded that Null hypotheses was rejected and alternate hypotheses was accepted. Therefore, it was depicted from analysis that gender had significant relationship with management as a critical factor of Work-Life Balance.

Findings:

1. Gender variable had significant impact on organization Critical factor for maintaining the Work-Life Balance as four out of ten factors had significant difference on it. Hence it can be concluded that women were considered as more responsible for social and cultural functions so they were more positive in this context.
2. Gender variable had significant impact on Employer Critical factor for maintaining the Work-Life Balance as three out of fourteen factors had significant difference on it. Hence it can be concluded that Women had the more influencing power to convince the employer regarding five days week so that they could devote more time to their family.
3. Gender variable had negligible impact on trade union Critical factor for maintaining the Work-Life Balance as one out of five factors had significant difference on it. Hence it can be concluded that gender had very less impact on trade union critical factor, as there was no woman joined the trade union so far.
4. Gender variable had significant impact on Employee Critical factor for maintaining the Work-Life Balance as two out of ten factors had significant difference on it. Hence it can be concluded that woman employees were more ready to deliver their responsibility as they were tied with dual duties at office as well as at their homes, so they wanted getting things done through others. They believed

that personal circumstances could be changed any moment, so it would become necessary to handover rather than let work to suffer.

5. Gender variable had negligible impact on Management Critical factor for maintaining the Work-Life Balance as one out of eight factors had significant difference on it. Mainly the Man was strongly agreed that there should be an excellent linkage of rewards with productivity. Hence it can be concluded that men thought that they were more competent as compared to women.

Conclusion

It was evident that companies which introduce Work-Life Balance initiatives, in the long run, get direct quantitative and qualitative benefits for all its stakeholders. Though it fact further necessitate introduction of such tools in more number of organizations, yet in recent years, due to recessionary trends, many organizations were instead shying away from Work-Life Balance initiatives. Many organizations were more concerned about short-term survival and they find curtailing Work-Life Balance initiatives as an easy route to control expenses. Though research of over last six decades has time and again attested the relevance of Work-Life Balance and established its direct and indirect economic benefits, yet in today's recessionary economic scenario, predominance of shortsighted approach by an increasing number of organizations globally has interrupted the existence and growth of Work-Life Balance initiatives. In the current economic slowdown an organization which neglects issues related to employee Work-Life Balance, will end up with lower employee productivity and in turn will find it more difficult to overcome the recessionary challenges. Organizations that were neglecting Work-Life Balances due to recessionary pressures need to comprehend the long-term relevance of employee engagement and productivity and need to continue promoting Work-Life Balance initiatives. Or else, recessionary pressures coupled with lower employee engagement and lower employee productivity will create new challenges for medium and long-term organizational survival.

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