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## **GRT** INTERFACE IN WORK-LIFE BALANCE (WLB) AND QUALITY OF WORK LIFE (QWL)

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**Abstract:**-Numbers of dual career couples are gradually increasing and the support of joint family is going away, men and women employees are struggling hard to manage their professional and personal lives. Women professionals find it difficult to fulfill demands of the family and society and at the same time do justice to the demands of their profession at workplace. This issue becomes even more pertinent in a country like India where most of the household roles are gendered. Work-Life Balance (WLB) is about people having a measure of control over when, where and how they work and it can be achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society. Thus WLB becomes one of the important criteria of Quality of Work life (QWL) of employees which describe the quality of relationship between employees and working environment. Present research throws light on interface and relationship between Work-Life balance and Quality of Working Life of working women on the basis of review of literature collected.

**Keywords:**Work-Life Balance, WLB, Quality of Work Life, QWL, Working Women.

### **INTRODUCTION:**

Work-life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life (Guest, 2001). A higher proportion of women from all social classes are engaged in paid employment than ever before, but they still continue to have the primary responsibility of taking care of the children and household needs. They are expected to sacrifice career progression for their family life and also have to deal with the glass ceiling that prevents them from moving upwards in the organization (Kannan, 2009). For working women concept of career is the part of the gestalt of their life, which includes, besides their work, their family, friends, community, responsibilities of care-giving and nurturing others. Due to strong social expectations and influence of early-age socialization, men viewed career as life's dominant priority with vertical professional growth. Whereas for women, the gestalt of life includes dual commitment to professional career as well as to their familial responsibility as care provider, especially in the maternal role. Most women put their careers on the back-burner during the child-rearing phase so that they could discharge their maternal and filial responsibilities satisfactorily. Sometimes they made compromises on the professional front for the sake of their husband's career also. There is dominant prevalence of alpha career patterns on people-typically men professionals –since they first focus on challenge, then authenticity and finally balance. While in case of women professionals there is prevalence of beta patterns i.e. they first focus on challenge, then balance and finally authenticity. (Saxena & Bhatnagar, 2009). If family responsibilities of women are allowed to interfere with work responsibilities on a regular basis, it may hinder their career progression, lower the job satisfaction levels, result in lack of concentration at work, increase absenteeism and may eventually lead to turnover (Sigroha, Gidhar, & Sangwan, 2011).

Thus it finds important to ascertain the interface and relationship between WLB and QWL issues, especially concerning women.

### **REVIEW OF LITERATURE:**

Balanced role of work in total life span is one of the factors which reflect QWL activities which is constitutes of several variables viz. Equality in work, work in commensurable with qualification, skill and pay, worker spare time for family

balancing his work, worker spare time for society balancing his work (Bhola S. S., 2005). Further (Bhola, 2006) also stated that, balanced role of work in total life span as a category with all these variables is an important indicator of quantification model of QWL. That organizational structure and processes is a significant predictive factor in determining work-life balance. The consequential factors like Organizational Citizenship Behavior, Quality of Working Life and Organizational Success provide the organization a feedback on the attitude and behavior exhibited by employees as a result of its various policies (Das & Akhilesh, 2012). Work experiences can influence family life, and family experiences can affect work life. Some of these effects are negative (work-family conflict), and other effects are positive (work-family enrichment) (Greenhaus & Singh, 2004) for e.g. WFC had a negative association and fairness of rewards had a positive relation with Work- Life Balance. (Chawla & Sondhi, 2011). The work-family interference and family-work interference affects WLB of employees. Work interference with family (WIF) was more strongly associated with work-related than with family-related outcomes, and Family interference with work (FIW) was more strongly associated with family-related than with work-related outcomes. However, time spent at work did moderate the relationships between WIF and family-related outcomes, as well as FIW and domain-unspecific outcomes (Amstad, Meier, Fasel, & Elfering, 2011), (Byron, 2005). Self-reported negative and positive spillover between work and family were not randomly distributed within the labour force. Age was found to have a persistent curvilinear effect on negative spillover between work and family (Grzywacz, Almeida, & McDonald, 2002). (Byron, 2005) also stated that, demographic factors such as an employee's sex and marital status, tended to relate weakly to WIF and FIW.

The workplace culture has been created by men and is naturally "masculine" with a language competency and ethos typically favouring men. Most women, because of familial or societal pressures, may find it difficult to continue in the same strain (Kaul, 2009). For e.g. there are gradually increasing numbers of women in professional construction roles and their success appears to depend on being able to fit in to the dominant masculine culture of long working hours and the male pub gathering. Despite an increased presence, women's minority status in construction continues to challenge their professional identity and this is central to the conflict many face between the dual roles of corporate worker and private non-work person (Watts, 2009). Accordingly workplace characteristics e.g., hours worked in the paid-labor force; job satisfaction, work flexibility, perception of partner's work-family spillover etc have deep impact on family cohesion. And women's perceptions of family cohesion are more strongly influenced by work and job characteristics (Stevens, Kiger, & Riley, 2006). There have been some professions like the medical professions and the police that have traditionally been faced with the hazards of work life imbalance. Large proportion of nurses complained that they spend increasingly less time with their family, friends and to pursue recreational activities (Meera Vijay, 2012). Working women in call centers also face problems in maintaining balanced relation with family because job insecurity, poor work culture etc. affect their family life (Sujata & Singh, 2011). In case of IT sector, for women working in the age group 20 to 35, two factors namely psychological and cognitive factor and organizational climatic factor are the causes of work-life imbalances (Divya, Suganthi, & Samuel, 2010). Work-life imbalances and conflict has become a common feature of the lives of many aspiring Indian women entrepreneurs since their entrepreneurial work is challenging and with this they must also perform several roles like being a spouse, caretaker and parent; managing daily household chores; and providing services to the community and society etc. Women also must take care of their own health and other personal activities, which are often neglected because of role overload as well as time limitations. All of these situations like role overload, dependent care issues, quality of health, problems in time management and lack of proper social support lead to the absence of WLB and manifestation of many WLB issues. Out of these situations, role overload which leads to work-life imbalance and overall stress results only due to the work interference in personal life (WIPL) and personal life interference in work (PLIW) which is quite common in women entrepreneurs' lives. A dependent care issue involves taking care of children, the elderly and the spouse. Care-giving needs render the role directory of women entrepreneurs highly complex. Women in an eldercare management role reported comparatively more work-life conflicts and stress than those handling childcare. This may be due to the fact that eldercare management involves the coordination of many other social activities. Another important concern of female entrepreneurs is a lack of a sufficient social support network which includes support from family members, subordinates/employees and society. The range of "lack of social support" is very broad and often stems from the women's own homes. In addition, female entrepreneurs found it difficult to solicit support from family as well as society in dependent care and/or other household activities, as they are branded as "entrepreneurial women," quite often annoying their social support networks. So an understanding spouse or family member is needed for success as well as a balanced life. There are significant variations in the perception of WLB among the various categories of women entrepreneurs, depending on age group, education level, income and marital status. The intensity of the problem within the age group of "up to 25" may be attributed to their lack of experience in managing entrepreneurial activity and their struggles to muster enough investment capital as well as to establish their brand in a highly competitive market. In pursuit of these objectives, these young entrepreneurs may ignore the family domain, leading to WLB problems. While entrepreneurial women up to the age of 35 face severe WLB problems while those in higher age groups do not perceive such severity since their elderly status in the family and society, allowing them to garner enough help to accomplish duties in either the family or the workplace or both and may be they are somewhat free from childcare demands. As far as concerned to marital status the married women entrepreneurs suffer a lot from WLB issues as compared to their unmarried counterparts. This could be attributed to the role inventory of married women, who may be struggling to juggle the competing demands of their entrepreneurial activities, spouse, children and elderly relatives (Mathew & Panchanatham, 2011). While considering the teaching fraternity in India (Miryala & Chiluka, 2012) state that, this fraternity is not much exposed to work-life balance practices and even their employees have not done much in terms of designing and implementing work-life balance policies and practices. (Jacobs & Winslow, 2004) found that, dissatisfaction increases among



those professors who working the longest hours and it greatly contribute to their research productivity. The very long hours demanded by faculty jobs thus pose a dilemma for parents who want to spend time with their children and their families. Supporting to this (Miryala & Chiluka, 2012) found that, teachers having children exhibit the feeling of missing their life and those having dependent feels tired sometimes. Women's experiences of work-family tradeoffs and how they think their employment, affected their children. Women identified multiple co-occurring costs and benefits of work for themselves and their children. Benefits included: increased income; increased self-esteem, feelings of independence, and social integration; and the ability to model work and self-sufficiency values for children. Costs included: working without increased income; overload, exhaustion, and stress; and less time and energy to be with, supervise, and support children (London, Scott, Edin, & Hunter, 2004).

Work life balance is said to have been achieved when an individual is fulfilled both psychologically and professionally, contributing to the home, office and society. According to men external pressures and team orientation are the factors that cause work life imbalance for women. While the women themselves have considered two factors namely responsibility with accountability and security that cause work life imbalance. The responsibility and accountability factor includes variables like policies on casual leave and other benefits, emotions lack of child care and parenthood, family pressures and interferences, western culture, workload, policies on maternity leave with flexi working timings, late marriages, business travels, sexual harassments, lack of counseling services, working hours, overtime and shift timings, technical competence and loss of health. While another factor i.e security consider variables like privacy and protection, gender bias, lack of supportive working environment, lack of career choices for women, grievance redressal and multitasking (Divya, Suganthi, & Samuel, 2010). According to (Das & Akhilesh, 2012) for working women the greatest barriers at home were the responsibilities, time constraints for personal work and children's education and at work it was the lack of support or guidance, favoritism, and work pressure. Women considered their bosses, mentors, and friends providing equal support as significant others, and the uncooperativeness of the boss, unrealistic expectations, and lack of time were the greatest barriers from the significant others. The same condition is in foreign countries also since (Tomlinson, Employment regulation, welfare and gender regimes: a comparative analysis of women's working-time patterns and work-life balance in the UK and the US, 2007) stated that in the UK and US women are faced with different pressures in balancing work and family life and ultimately make different kinds of trade-offs. In the UK, only partial commitment to achieving a gender equitable form of WLB is evident due to the poor quality of part-time jobs in the labour market but also because often there are not the childcare resources necessary and available to women to enable them to make genuine choices about the capacity in which they work. The resultant consequence appears that women adapt to dual social and economic pressures by opting for low status part-time work as a means of compromise and trade-off. While in US women are characterized as workers regardless of their caring responsibilities and this often leads to very long working hours coupled with low incomes and insecure form of work. Employed mothers, especially when they are the head of their household, have little choice but to engage in full-time work and the emphasis on occupational welfare provision is likely to result in added time pressures. So it is seen that WLB often becomes more like a work-life trade-off.

Individual factors like long working hours, overtime work, demanding job and having young children are especially important in explaining combination pressure which working men and women experience (Lippe, Jager, & Kops, 2006). The pressures and demands of work, reflected both in longer hours, more exhaustion and the growth of evening and weekend work leave less scope for "quality" family time. The consequences include increases in juvenile crime, more drug abuse, a reduction in care of the community and in community participation and less willingness to take responsibility for care of elderly relatives etc. It is nevertheless argued that the demands of work contribute to a reduced participation in non-work activities resulting in an imbalance (Guest, 2001). (Venkataramani & Maran, 2009) also agree with it and stated that, heavy workload at the office and long hours at work in today's organization has little time for women employees to attend family and household work. Thus the women employee finds it difficult to balance office work and household work to achieve some degree of work life balance. Social support, controlling for role involvement, is best viewed as an antecedent of role stressors and subsequent work-family conflict. Controlling for work and family involvement, work and family social support were most related to same domain role conflict and role ambiguity. Subsequently, work role conflict and time demands were most related to work-to-family conflict, while family role conflict and role ambiguity were most related to family-to-work conflict (Michel J. S., 2010). While discussing the other reasons causing such conflicts researchers mentioned that work hours were negatively related to satisfaction with work-family balance. Job complexity and control over work time were positively associated with satisfaction with work-family balance. Control over work time moderated the relationship such that as work hours rose, workers with low control experienced a decline in work-family balance satisfaction, while workers with high control did not (Valcour, 2007). Supporting to this (Chawla & Sondhi, 2011) also state that perceived work overload, job autonomy and organizational commitment are strong contributors to a sense of balance for an employee. Sine there is negative impact of perceived work load on Work- Life Balance. When working woman is overburdened in her job and is not able to manage her other roles there is bound to be discomfort and will lead to a sense of disquiet and lead to a reduced Work-life balance. While an individual who enjoys more freedom to carry out his job, is more committed to his organization and believes the organization is fair in compensating him/ her. More job autonomy implies more control over the time available to the women to manage work / non-work tasks. This means that with increase in job autonomy and organizational commitment, the Work- Life Balance increases. Work-life conflict makes women want to decrease the number of hours they work whether the conflict originates at home or at work. Having children does not increase the likelihood of wanting to work fewer hours but having a higher income does (Reynolds, 2005). Long hours associated with managerial role of working women is a major problem. A voluntary approach to

work-life balance may only deliver positive benefits to women when the labour market is tight, and, even then, the benefits for women in management are far from demonstrated (Doherty, 2004). The representation of women in all regions, moreover, diminishes markedly at each higher management level. Some female executives, of course, leak out of the talent pipeline because they are headed for other or better jobs; others voluntarily draw back from promotions as part of conscious work-life decisions (Barsh, Devillard, & Wang, 2012). (Drew & Murtagh, 2005) also observed that, the “long hours” culture is the greatest obstacle to achieving WLB in which availing oneself of flexible options (e.g. working from home/reduced hours/flexitime) is incompatible with holding a senior management post. Many of the senior men have followed the “breadwinner” model by being able to delegate family and caring activities to their wives. This option has not been possible for the majority of women in senior posts. Hence, men seek WLB to resolve commuting/working time issues. Women want to avail themselves of more flexible arrangements for family/quality of life reasons. Both men and women in senior management recognise that their own careers would be seriously jeopardised by taking up WLB arrangements. One of the reason behind fewer women in senior leadership positions is women face difficult situations because of competing demands between job and family life and are unable to compete on level playing field. Some of the responsibilities of women at the home front get multiplied with lack of support for child care and elderly care, clean water and sanitation facilities. This stress of home responsibilities may get aggravated if there is gender discrimination, sexual harassment or gender violence at the workplace (Mavalankar, 2009). While (Venkataramani & Maran, 2009) opined that, the women employee herself sometimes has an unrealistic estimation of her capabilities, forgetting that her time and effort are limited. This leads to further imbalance in work life balance and stress for woman employee.

Alongside the long hours, which are a constant source of negative job-to-home spillover, certain ‘high-performance’ practices have become more strongly related to negative spillover during 1992 and 2000. It is found there is a conflict between high-performance practices and work-life balance policies (White, Hill, McGovern, Mills, & Smeaton, 2003). Similarly negative career consequences and lack of managerial support were also found significantly related to work-to-family conflict. These were significant predictors of conflict even when accounting for the effects of work schedule flexibility. Family-to-work conflict was linked to stress and absenteeism, while work-to-family conflict was linked to job dissatisfaction, turnover intentions and stress. And there were no apparent differences between women and men in terms of the observed relationships (Anderson, Coffey, & Byerly, 2002). While there are few contradictions. Some researchers found that this consistent negative relationship between job-life satisfaction and all forms of work-family conflict may be stronger for women than men (Kossek & Ozeki, 1998). Family demands increase spillover more for women than for men. At the same time this relationship was slightly less strong for family to work conflict. Negative work-home interference (NWI) partial mediate the relationships between emotional exhaustion and job demands as well as job satisfaction and job resources i.e., job control (Janssen, Peeters, Jonge, Houkes, & Tummers, 2004). Workplace characteristics contribute to higher levels of WFC since it is related to job satisfaction and performance of the employees. Number of hours worked per week, the amount and frequency of overtime required, an inflexible work schedule, unsupportive supervisor, and an inhospitable organizational culture increase the likelihood that women employees will experience conflict between their work and family role (Reddy N. Krishna, 2010). Similarly (Wheatley, 2012) opined that professional work-group cultures prevent employees, especially women, from achieving work-life balance. For dual career households who are attempting to achieve desired work-life balance there is spill-over between work and non-work activities, creating time allocation challenges and stress.

To overcome the shortcomings of work-family conflict i.e. lower job and family satisfaction, greater stress and more severe physical ailments researchers suggests some remedies. They focused on strategic role of family friendly human resource polices to avoid FIW (Xinyuan (Roy), Hailin, & Ghiselli, 2011). Work life balance policies are having an impact on the way people work and how organizations operate and are becoming an established part of the labour market landscape. In response to shifts in the labour market and the changing nature of work, work-life balance is now at the top of the agenda for government and business. While work-life balance traditionally focused on family friendly workplaces – there is increasing recognition from organizations that work-life balance is about more than families, and are instead helping employees to have access to working arrangements that are compatible with their other responsibilities, lifestyle and of course, their work (Sarkar & Jeswani, 2008). While examining the role of work-family policies in the decisions dual-earner married couples make about paid work during the transition to parenthood it is found that, during the period immediately around a birth, differences in mothers 'and fathers 'access to paid time off from work interacted with their parenting role ideologies to influence gender differences in paid work arrangements. After the initial transition, employed women used and created more flexibility in their work arrangements than their husbands, often reducing their husbands' need to use available work-family policies (Singley & Hynes, 2005). Due to Work-life balance employee becomes part of a supportive workplace that values and trusts staff (Sigroha, Gidhar, & Sangwan, 2011). While it is also true that, some adaptive strategies may harm individuals' work-family balance, particularly when they are made in the domain where the time budget is limited. Two underlying mechanisms social pressure and time constraints jointly operate in determining perceived success in balancing work and family (Hilde H. Wierda-Boer, 2008). Implementing family-friendly policies and creating a supportive work environment can help working women to manage their work-family conflict and improve their health outcomes. A supportive organizational culture is important for preventing the negative consequences of work-family conflict (Lu, 2007). Employees working in an environment viewed as more family-supportive, experience lower levels of WFC (Lapierre, et al., 2008). And those employees who facing less conflict between work and family tend to carry positive aspects from daily life to the workplace. Managerial efforts played crucial role to have an organizational climate welcoming to employees' families. Family-friendly policies in organization would help to

increase the business success (Hailin & Xinyuan (Roy), 2011).

Perceived job flexibility is related to improved work-family balance after controlling for paid work hours, unpaid domestic labor hours, gender, marital status, and occupational level. Perceived job flexibility appears to be beneficial both to individuals and to businesses. Given the same workload, individuals with perceived job flexibility have more favorable work-family balance. Likewise, employees with perceived job flexibility are able to work longer hours before workload negatively impacts their work-family balance (Hill, Hawkins, Ferris, & Weitzman, 2001). The workplace practices like flexible work scheduling, non-traditional work hours, professional/job autonomy, working from home, supportive supervisors, supportive colleagues and supervisees, and the ability to set firm boundaries around work etc. are supportive in balancing work and family. Especially dual-earner couples take efforts to actively secure employment at workplaces that offered these family-friendly alternatives, and describe the tradeoffs they are willing to make (Haddock, Zimmerman, Lyness, & Ziemba, 2006). Since the challenge in work domain for them is pursuit and enhancement of two careers, each within its demands on the commitment, time and energy of individual members while non-work domain includes multiple role commitments from the family making demands on the emotional, cognitive and financial resources of members as well as time and energy for personally meaningful pursuits such as leisure, self care, community work, social, aesthetic, spiritual interests etc. (Saxena & Bhatnagar, 2009). Thus Employers need to reconsider their approach to flexible working to dissolve the negative repercussions that the "choice" to work flexibly has for the careers of highly skilled workers, especially working mothers. Increases in formalised home-based teleworking, restructuring the gender balance in management, and positive discrimination toward certain groups offer potential routes for change (Wheatley, 2012).

Trapped in organizational assumption of employees as males, and an organizational mindset not particularly family-friendly, a vast majority of women professionals face an intense dilemma and constant struggle to balance conflicting demands of work and family, where they often need to choose one over the other. There is double burden of Asia's working women, who must juggle families and jobs, is not only reinforced by cultural factors but also compounded by a lack of government support in areas such as childcare. In many markets, women wait until their children are older before returning to work or drop out in their late 20s never to return (Barsh, Devillard, & Wang, 2012). So organizational support is emerged as a decisive factor for woman's stay or quit decisions especially when a couple had young children. Gender emerged as an important individual differentiator among participants for their career transitions. A few women respondents with young children, who fortunately worked in supportive organizations could continue with their careers. But many young mothers had to take a career break during the child-bearing and child-rearing stages as they found it difficult to manage the work and family fronts simultaneously without organizational support. Thus the organizational support is very important for women's career growth particularly during the child-bearing and child-rearing phases (Saxena & Bhatnagar, 2009). Fractional working is widely considered to be one of the ways in which professional women can attain a degree of WLB. Fractional work is a form of part-time employment which offers optimum conditions for those working as a percentage of a whole time equivalent. Fractional workers are usually well-educated professionals who benefit from the relative security of fractional work in comparison to other forms of part-time employment. In contrast to many part-timers, fractional employees receive a monthly salary and have long-term contracts which usually relate to a pre-existing, full-time, 'mainstream,' and pensionable, position. Fractional working would facilitate better WLB when children were small without damage to career prospects. However, fractional working carried serious negative consequences for their career progress, both immediately and in the long term (Gatrell, 2007). Similarly (Tomlinson & Durbin, 2010) stated that the part-time women managers held varied careers while working full-time but careers stalled once a transition to part-time work was made. The majority were career focused, worked intensively and felt frustrated with their lack of mobility and career progression while working part-time. The majority worked in excess of their contracted hours and did not experience an appropriate reallocation of work when they reduced hours. Progressive companies are sensitive to women's issues and have started establishing policies and support systems to help women balance life and work priorities (Shivshankar, 2009). IBM Daksh has taken initiatives on recognizing and facilitating the special needs of women through effective policies and practices to enable work-life integration. Substantial number of former women employees chose to rejoin IBM Daksh and the key factors stated by these 'home-coming' employees were work-life balance and flexible work options which enabled them to perform more effectively (Gupta, 2009). While 'Tata' considering one-year maternity leave and inviting women who left their jobs due to family pressures to rejoin the company if they so desired. Infosys, Wipro and many others have also introduced flexi-timings (Bhatia, 2009). The rapid advances in technology including the ability to work remotely have opened up new vistas for employers to match their work requirements with employees' needs for flexibility. Work/life options can address any of the following, depending on the perspective of the organization: health and wellness; diversity, managing talent, employee relations, rewards, corporate culture and corporate citizenship. Work/life strategies include part-time work; phased retirement; telecommuting; compressed work week; mass career customization (a structured approach to career/life options to develop talent and build careers); job-sharing; establishing core hours that are required and allowing flexibility for the rest of the day; pooled leave banks for emergencies; offering paid hours for volunteer work; and much more (Jurgens, 2010). On the other side she also mentioned that employers often have doubts about implementing work/life options. Undesirable outcomes are a negative impact on work quality and productivity; inadequate staffing or office coverage, particularly during peak hours; and greater administrative burdens associated with tracking flexible schedules. Supporting to this threat (Sarkar & Jeswani, 2008) also state that flexibility at work continues to be the great double-edged sword in today's labour market. On one side there is the progressive model where working people have the flexibility to meet their wider responsibilities and enjoy their lives. While some researchers have quite different opinion about supportive



company policies. According to them only Family-supportive workplace cultures reduce negative spillover in both directions, whereas the availability of company policies, such as dependent care benefits and flextime, do not. The atmosphere of the workplace is more important than the availability of company policies in reducing negative spillover (Mennino, Rubin, & Brayfield, 2005). The another option of part-time jobs can enhance the work-family balance not only for those explicitly choosing part-time employment as a means to reduce work-family imbalance but also for other employees (van Rijswijk, Bekker, Rutte, & Croon, 2004).

It has found that working women used some strategies from their side to cope with the heavy workload, especially in the area of home/child care. The strategies used by the urban residents included synchronizing tasks, hiring help in the house, relying on ageing parents, usage of day-care facilities as well as electric/gas cookers. Respondents resident in the rural area relied on older parents, especially for child care, and on older children for child care and other household activities, such as fetching water, cooking and cleaning up. The majority also synchronized tasks, whereas a few, especially those in paid employment, used the day-care facility in the village (Nti, Inkumsah, & Fleischer, 1999). Indian women are also probably becoming better planners, more career-oriented and proactive in creating a support system before starting a family. It is important to create 'Working Women Support Index (WWSI)' which will track the level of support systems that the government, corporate and communities provide women and enable them to balance their career and family. The index could include parameters such as society being educated on the need for women to pursue a career, the government introducing gender sensitivity courses at the senior school level itself and also policies for childcare and day care centers, institutions providing career and life related counseling services, corporate initiating work-life balance programs, besides the safety and health initiatives both by corporate and governments (Shivshankar, 2009). Employee expectations today are more in terms of supportive work places that help manage time. Thus organizations need to be supportive and empathetic towards their employees multiple roles and responsibilities. However, the futuristic organizations might need to provide roles definitions that permit more control over work schedules and tasks (Chawla & Sondhi, 2011).

#### CONCLUSION:

From the present review researcher comes to the conclusion that work life and family life of a working woman definitely influence each other. The work life characteristics like long working hours, job insecurity, poor work culture, heavy work load, demanding jobs, certain high performance practices etc. greatly contribute to work-family conflict while due to high family demands women have to face family-work conflict, and here the juggling act of balancing work and family life starts. Thus Work Family Conflict and Family Work Conflict lowers the job and family satisfaction of working women. In order to overcome these shortcomings researcher feels that supportive work environment, work-life balance policies and perceived job flexibility may play an important role and make working arrangements more compatible with other responsibilities for working women.

Thus it can be said that Quality of Work Life (QWL) of working women is depend on their Work Life Balance (WLB).

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