

Pimpri Chinchwad Education Trust's  
S.B. Patil Institute of Management

Conference Proceedings on  
**Innovation in Management  
Practices for the Sustainable  
Development Goals**



**Editors**

- Dr. Kirti Dharwadkar
- Dr. Padmalochana Bisoyi
- Dr. Bhushan Pardeshi

**Himalaya Publishing House**

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## **Director's Message**

The E-Conference focus on the Management Innovation which is the introduction of management practices new to the firm and intended to enhance firm performance through sustainability. Management innovation is a consequence of a firm's internal context and of the external search for new knowledge.

There is a need to discuss contribution to the ongoing conceptual development of Sustainability-oriented Innovation (SOI) in various management practices and provides initial guidance on how becoming and being sustainable. Sustainability-oriented innovation involves making intentional changes to an organization's philosophy and values more strong, as well as to its products, processes or practices to serve the specific purpose of creating and realizing social and environmental value in addition to economic returns. The increasing complication of products and services, quickly shifting market demands, or growing pressure from various societal groups are trends that necessitate companies to enact new practices to remain competitive.

This Conference tries to contribute in the understanding of how different practices of innovation management are associated to mid- and long-term growth. Nevertheless, find out what impact these practices have on a company's performance over a long period of time. Therefore, the use of a systematic approach for innovation leads to sustainable revenue growth in long term to remain in business.

**Dr. Kirti Dharwadkar**

Director,  
S.B. Patil Institute of Management,  
Pune.

## **Editors' Message**

It gives us the immense pleasure to release the Conference proceeding on the title 'Innovation in Management Practices for the Sustainable Development Goals'. The objective of the Conference is to provide a knowledge sharing platform for dissemination of research and experiential findings through empirical study, qualitative modelling, case studies, new concepts and state-of-the-art studies. Innovation is critical for the sustained development and prosperity of the organizations. Organizations have been shifting their focus from internal innovation sources to external ones, such as consumers, corporate research, business partners and universities. The new economic policy of 1991 had both direct and indirect effects upon the country's industrial activity. With public policies and quality programmes as its starting point, industry sought to rationalize its production processes, putting Research and Development (R&D) activities on a backburner, even though these were fundamental for production innovation and differentiation.

The current COVID-19 pandemic has already devastated the economy and many small businesses have been undergoing; many big businesses default on debt; consumption demand could take months to recover, as will supply chains; global merchandise trade suffer; with no way of knowing when normality returns. Now, the entire country needs to act immediately to prepare, respond, and recover by unfolding their resources effectively, which implies in both the firms and their management having entrepreneurial characteristics, such as concern for the organization's quality, the capability to devise and implement complex strategies, learning about the environment on an ongoing basis, suitable development of the strategies, and the effective use of resources.

This E-conference aims to seek to provide a theoretical and practical framework for the development of a process of sustainable technological innovation and to understand how corporate management practices offer input for the development of policies designed to increase the competitiveness and the degree of Indian firms' participation in the international market. The book brings together leading academicians, industrialists, management professionals, researchers and entrepreneurs, in the domain of interest from around the world. We appreciate and thank all the contributors for their valuable contribution.

**Dr. Kirti Dharwadkar**

Director,  
S.B. Patil Institute of Management,  
Pune.

**Dr. Padmalochana Bisoyi**

Associate Professor,  
S.B. Patil Institute of Management,  
Pune.

**Dr. Bhushan Pardeshi**

Head – Research,  
S.B. Patil Institute of Management,  
Pune.

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## WORK-LIFE BALANCE: A THEORETICAL PERSPECTIVE ON IMPERATIVE STRATEGIES FOR BUSINESS

**Dr. Iram Ansari**

Assistant Professor,  
S.B. Patil Institute of Management, Pune.  
*E-mail:* iramshaikh12@gmail.com

**Dr. Aishwarya Gopalakrishnan**

Assistant Professor,  
S.B. Patil Institute of Management, Pune.  
*E-mail:* iramshaikh12@gmail.com

**Dr. Lakshmi Jasti**

Assistant Professor,  
S.B. Patil Institute of Management, Pune.  
*E-mail:* iramshaikh12@gmail.com

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### ABSTRACT

*The notion of work-life balance has gained highly in importance during recent years. In this context, developments and changes at the workplace such as advances in the information technology and information overloads that require quick responses and changes at a fast pace put increasing pressures on employees (Guest, 2002). Next to this, also developments and changes in life outside work can be seen as source of a work-life imbalance. In particular, transformations in the socio-economic environment and changes in technology opening possibilities regarding where and when work is carried out cause an imbalance between work and home responsibilities. Moreover, the shift away from the image of the “traditional family” towards an increasing appearance of nuclear families, single parent families and the greater participation of women in the labor force represent factors requesting a greater work-life balance among employees (Guest, 2002). Initiatives like work from home, flexible work schedule has blurred the boundaries between work and non-work-life (Hill, 1997). Work-life balance is no longer only a women-related issue, but an issue of today’s workforce itself. Men are equally finding it difficult to balance their work and personal life. Therefore, though work-life balance was initially recognized and construed as a concern for working mothers, it now includes all classes of employees (Bird, 2006).*

**Keywords:** *Work-life Balance, Work-family Conflict, Family-work Conflict.*

### INTRODUCTION

Over the past two decades the issue work-family and work-life balance have received significant attention from employers, workers, politicians, academics and the media. Concerns about work-life balance have become salient for a number of reasons. Demographic and social

changes have resulted in more women entering the workforce, working mothers becoming the norm rather than the exception. Technological advancement (e.g., Tablets, smart phones, e-mails) have made it easier for work demand to intrude into family and personal life. Furthermore, the move towards global competition has increased pressure on organizations and individual employees alike to be more flexible and responsive to change. However, it is in the context of current skill shortages and the prospect of an ageing workforce that it is now imperative for organizations to embrace work-life balance practices to attract and retain talent. For future commercial sustainability, organizations need to ensure they not just encourage but mandate a practical and workable work-life balance policy, benefiting and meeting the needs of both the organization and its employees. And importantly, organizations not providing real opportunity for employee work-life balance are opening themselves up to increasing numbers of dissatisfied and unproductive employees and hence increased attrition rates. Merely creating a work-life policy framework is not enough; fostering an organizational culture that supports the use of available policies is also of great importance. In this climate, managing the boundary between home and work is becoming more challenging. There is a need for employers and employees alike to find flexible and innovative solutions that maximize productivity without damaging employees' well-being, their family relationships and other aspects of life. In addition, the provision of work-life balance policies is likely to play a role in recruiting and retaining good quality employees and maintaining a competitive edge in a demanding marketplace.

### **DEFINITION WORK-LIFE BALANCE**

Work-life balance is defined as the harmonious and holistic integration of work and non-work, so that men and women can achieve their potential across the domains—work, family, personal life and community—in which they play out their life roles (Bailyn, Drago and Koshan, 2001). It can also be defined as a state of equilibrium in which the demands of both a person's job and personal life are equal.

**Work-family conflict:** the push and pull between work and family responsibilities.

**Work-life balance from the employee viewpoint:** the dilemma of managing work obligations and personal/family responsibilities.

**Work-life balance from the employer viewpoint:** the challenge of creating a supportive company culture where employees can focus on their jobs while at work.

Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although work-life balance has traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components.

1. Time balance, which concerns the amount of time given to work and non-work roles.
2. Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles.
3. Satisfaction balance, or the level of satisfaction with work and non-work roles.

### **THEORY OF WORK-LIFE BALANCE**

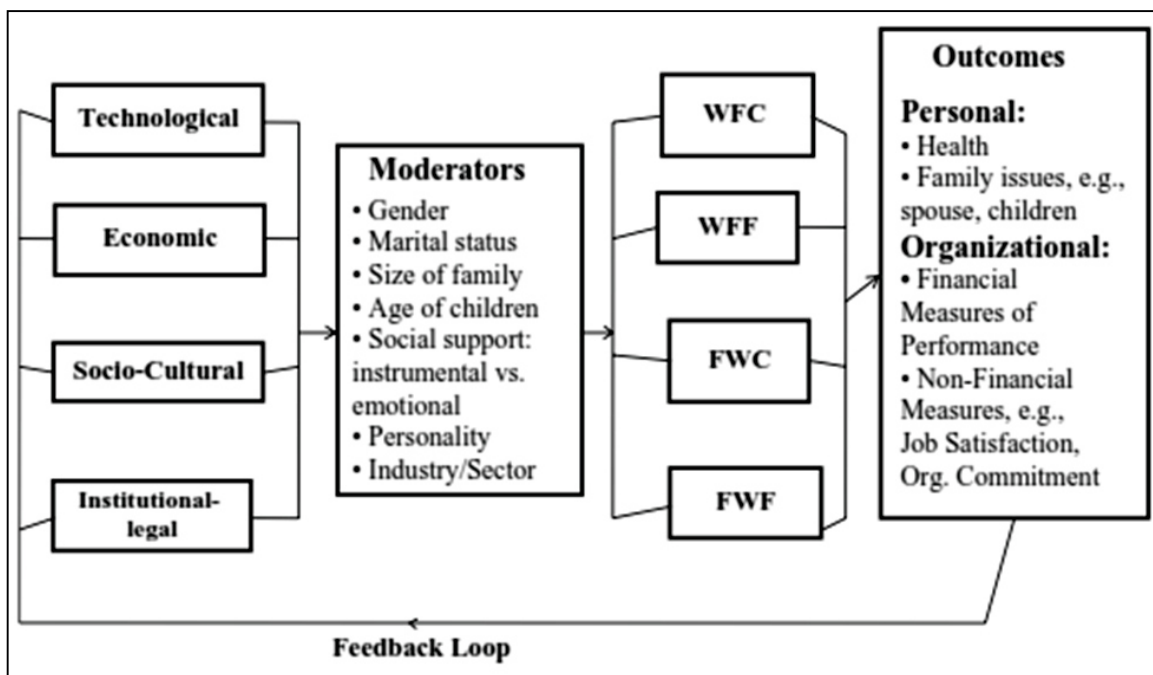
There is vast research literature on the relationship between work life mostly termed as work family. Edwards and Rothbard (2000), Zedeck and Mosier (1990) and O'Driscoll (1996)

have reviewed this literature and have contributed to the understanding of this dynamic association of work and family. These researchers have noted that there are five main approaches also known as linking mechanisms (Edwards and Rothbard, 2000) to elucidate the relationship between work and family. The last two approaches have individual contributors.

- (i) **Spillover:** The spillover approach proposes that the experiences in one role affect the experiences in second role. The behavior, mood, skills and values from one role can spillover to the second role. Spillover may occur in two conditions. First, when there is a similarity between work and any other domain (Edwards and Rothbard, 2000), e.g., an individual is satisfied with the quality of work done on a particular day; this results in satisfactory experiences at home. Second, spillover occurs as a result of transference (Edwards and Rothbard, 2000), e.g., stress at workplace spills over to the family domain and the individual displays irritable mood in the family. Thus, spillover can be both positive and negative.
- (ii) **Congruence:** The congruence approach is somewhat similar to spillover. Congruence can be achieved through a positive linkage between work and family experiences; wherein congruence is a result of a third factor that influences both work life and family life (Edwards and Rothbard, 2000). For example, a negative influence of a third variable on work and family relationship, that is negative affect as a personality characteristic (Frone, Russell and Cooper, 1995). Similarly, positive work-family culture in the organization may affect both work life (e.g., flexibility with working time) and family life (ample leaves and child care facilities at work) positively; thus, congruence between work and family is possible.
- (iii) **Compensation:** The compensation approach refers to an attempt of making up for shortcomings or deficits in one role through higher involvement in another role (Edwards and Rothbard, 2000; Zedeck, 1992 and Lambert, 1990). These deficiencies could be the demands or satisfactions that can be fulfilled in another role (Guest, 2002). For example, an individual is highly engaged in the work life because of some negative experiences in the non-work life. The sense of doing something worthwhile and gaining positive energy in non-work life is achieved through higher engagement at workplace.
- (iv) **Segmentation:** The segmentation approach posits that work and family are two distinctive domains and there is no relationship between the two domains, indicating that work and family are separate spheres; which may not influence each other (Edwards and Rothbard, 2000, Zedeck, 1992, and Zedeck and Moiser, 1990). The early conceptions of this approach proposed a natural separation of work and family domains because both the roles involve distinct meaning, tasks and behaviors; therefore, maintain a physical and a temporal separation (Blood and Wolfe, 1960). But as the research developed a new perspective regarding segmentation approach emerged. This separation is recently conceived as a boundary between work and non-work; which is thought to be impermeable (Nippert-Eng, 1995).
- (v) **Integration:** The integration approach hypothesizes that work and family domains can be integrated and they are very closely associated as if woven together; therefore, it is impossible to differentiate between the two domains. This approach is also called as identity approach (Edwards and Rothbard, 2000).
- (vi) **Work-family Border Theory:** In the light of segmentation being conceived as boundary between work and non-work, another theory that partly shares the notion is

the work-family border theory. The difference between the border theory and the segmentation approach is that in the border theory, Clark (2000) argues, that individuals cross this border between work and non-work daily and they move in and out of the border; whereas the classical conception of the segmentation approach was that the boundary of work and family is impermeable. The work-family border theory postulates that such a border is permeable and that work and family can indeed influence each other (Guest, 2002).

## A CONCEPTUAL PARADIGM OF WORK-LIFE BALANCE



Source- NHRD Network Journal, July 2009

### 1. The Environmental Factors

- (a) **Technological Environment:** Technological progress has contributed to labor and time-saving devices in many of the activities associated with shouldering family and household responsibilities, ranging from cooking to washing and housekeeping to name a few. Moreover, it has also contributed to emergence of virtual workplaces and flexi work patterns which to some extent help cope with work life demands better than before. Telework and telecommunicating are becoming increasingly common. While this development can enhance Work-life Balance, it could have a differential impact that lowers Work-family Conflict but increases Family-work Conflict.

The emergence of “extreme jobs” has contributed to workaholic symptoms such as the increasingly blurred separation between work and home, so much so that even at home, work appears to become the top priority. Other workaholic symptoms include over commitment to work to the extent that one’s happiness is derived from ones work, work

takes precedence over family and leisure time, no social life outside of work related events.

- (b) **Economic Environment:** Global competition and global production networks through outsourcing have created relocation of jobs across international boundaries and contributed to new ways of overcoming the human talent deficit. One of the major fall outs of outsourcing is the increase in dual-income families in developing countries, especially the emerging economies.
- (c) **Socio-cultural Environment:** Research has shown that the attitude towards work, as defined in terms of hours worked per annum, varies across countries. According to the 1998 Far East Economic Review, in general, urban Asians worked an average of 2150 hours per annum *vis-à-vis* 2068 hours for South Americans, 1898 hours for North Americans and 1773 hours in Europe. Berlin, Germany, reported the lowest number of work hours per annum at 1667, with the average worker getting 30 days off every year. Research in Anglo countries has also found a stronger positive relationship between the number of work hours and work-family stressors (Spector, Cooper and Poelmans, 2004). Overall, the work-life balance issues confronting workers in the industrialized countries differ from that in the developing economies.

## 2. Moderating Variables

The relationship between the environmental factors discussed above and work-life balance are moderated by several variables including gender, marital status, size of the family, age of children, social support, personality traits and industry/sector.

- (a) **Gender:** With regard to gender, more men than women are engaged in “extreme jobs”. Furthermore women than men reported strain based work-family conflict, and family interference with work appears to pose greater problems for women than men (Lilly, Duffy and Virick, 2006). Research shows that women tend to derive less benefit from social support from their supervisors/colleagues in comparison to their male counterparts (Van Daalen, Willemsen and Sanders, 2006).
- (b) **Marital status, family size and age of the children:** Those who are single and those with smaller families and/or with grown children generally experience less work-family life tensions than those who are married, have larger families and young children (Tung, 1999).
- (c) **Social support:** Social support can be categorized in usually of two types: (i) Instrumental support comes from society and employers in terms of the provision of family care facilities, long maternity/paternity leave, facilities for child care and home for the aged to care for the ageing population. (ii) Emotional support comes from ones family, managers or colleagues and is considered the most crucial factor in supporting a health work-life balance.
- (d) **Personality traits:** It can also moderate the relationship between environmental variables and work-life balance. Lilly, Duffy and Virick (2006) found that those with a high need for power and a high need for achievement typically experience more Work Interference with family and not Family Interference with work; while those with a high need for affiliation tend to experience more Family Interference with work.
- (e) **Industry/Sector:** The nature of industry/sector also has an influence in work-family conflict. Extreme jobs are more common in certain industries and sectors such as

Information Technology and Information Technology Enabled industries. Wilson (2003) found that having children particularly early on, can severely damage the job prospectus of women. In general, large companies and those in more modern/emerging sectors (Information Technology and Information Technology Enabled industries in comparison to the older industries like mining and construction) typically adopt more family friendly policies that can moderate the level of tension between work and life/family (Ferrer and Gagne, 2006).

### 3. Outcomes of the Above Factors of Work-life Balance

If left unaddressed, work family and family work conflicts could adversely affect the employees' career (Hewlett and Luce, 2006). Family issues including increased incidence of divorce are common where work-family conflicts escalate. Work-Family conflict can have disastrous consequences on the organization, both financial and non-financial wise. Research shows that firms with better Work-life Balance practices enjoyed significantly higher productivity. As far as non-financial aspects of organizational performance is concerned, research shows that firms that adopt more enlightened Work-life Balance policies can improve the level of job satisfaction and increase organizational commitment among their employees (Pratt, 2006).

## THE GAP BETWEEN WORK-LIFE BALANCE POLICY AND PRACTICE

Empirical studies show that the mere availability of extensive and generous work-life policies does not necessarily result in widespread utilization by employees or subsequent improvements in work-life balance and reductions in work-life conflict. The low uptake in some organizations appears to be related to different organizational environments, also known as 'organizational work-life cultures', which affect the extent to which flexible work options can be utilized and work/life balance achieved. Four distinct aspects of work-life culture have been identified from all of which should be considered by organizations when attempting to improve employee's work-life balance.

1. **Managerial Support:** Managers play an important role in the success of work-life programmes because they are in a position to encourage or discourage employee's efforts to balance their work and family lives, where supervisors enthusiastically support the integration of paid work and other responsibilities, employees will be more likely to take up available work-life programmes.

It has also been found that even in 'family-friendly' organizations managers discourage employees using available benefits and programmes contributing to increased work-family conflict and *vice versa*. Hence, managers play a vital role in employee's decisions to use available benefits and programmes.

2. **Career Consequences:** Another strongly associated factor with the underutilization of work-life policies, is the perception of negative career consequences. There is a negative perception that employees who use family-friendly policies are seen as less committed to work and the organization, overlooked for training, promotions, fringe benefits etc. This shows why family-friendly policies tend to be underused. Importantly, participation by managers themselves in work-family programmes challenges the perception of work-life policy utilization and career progression as being mutually exclusive paths within the organization.

3. **Time Expectations:** The third factor that influences the use of work-life policies is organizational time expectations the number of hours employees are expected to work. A supportive work-life culture in terms of organizational time expectations has been found to reduce work-family conflict, improve job satisfaction and increase productivity. There is false impression that “If one is to succeed, one has to be at work, one has to be there for long hours, and one has to continuously commit to work as a top priority. Working long hours though, hinders the ability of employees to meet conflicting responsibilities and subsequently forces some employees to choose between achieving balanced roles and progressing in their careers. However, a move from the traditional notion of long hours at the workplace as the primary measure of productivity to performance-based assessment requires a significant paradigm shift for some organizations. The shift to evaluating performance on the basis of outputs rather than time spent physically at the workplace is however an essential part of developing a culture that supports work/life balance.
4. **Gendered Perceptions:** Even though organizational work-life policies are generally gender neutral and non-discriminatory, these policies have revolved historically around facilitating the working conditions of women. Men’s uptake of alternative work options has tended to be extremely low. Perceptions that work-life policies are developed only for women are the fourth factor related affecting work-life policy. Some of the reasons discouraging men’s usage of work-life programmes are organizational workplace and the culture act as a barrier. Secondly the competitive business environment is thought to discourage men from using work-life options. Finally, the domestic organization in employees own homes often prevent men from taking up available work-life options, focusing on the centrality of the father’s rather than the mother’s career. Organizations should encourage men to use work-life policy. Some work-life provisions, such as paternity leave, are intended specifically for men and aim to foster a greater sharing of responsibilities between men and women.

## **ORGANIZATIONAL INTERVENTIONS THAT FACILITATE WORK-LIFE BALANCE**

Most interventions aiming to improve organizational work-life balance provisions focus on four key changes in human resource policies:

1. provision of employee services such as health and fitness centers, on site childcare;
2. provision of employee benefits such as paid parental leave and spouse/partner benefits;
3. job restructuring such as part-time work and flexible work hours; and
4. organizational development initiatives such as supportive leadership development and diversity training (Harrington and James, 2006).

In addition to the development of public policies supporting responsibilities outside of paid employment, organizations have increasingly been developing formal policies that attempt to facilitate the work-life nexus. Work-life balance strategies enhance the autonomy of workers in coordinating and integrating the work and non-work aspects of their lives. Three broad types of work-life strategies have been created to help employees balance their work and non-work lives: flexible work options, specialized leave policies and dependent-care benefits. These include a range of policies and practices like Compressed work week, Flextime, Job sharing, Home

telecommuting, Work-at-home programmes, Part-time work, Shorter work days for parents, bereavement leave, Paid maternity leave, Paid leave to care for sick family members, Paternity leave, On-site/near site company childcare, Company referral system for childcare, Programme for emergency care of ill dependents, Childcare programmes during school vacation, Re-entry scheme, Phased retirement, Sabbatical leave, Professional counseling, Life skill programmes, Subsidized exercise for fitness center and Relocation assistance. These policies are generally aimed at facilitating flexibility, supporting employees with childcare, elder care obligations and alleviating the negative impact of interference between work and non-work commitments and responsibilities.

*Nature, causes and consequences of work-life balance. Adapted from Guest (2002) p. 265.*

<b>Determinants</b>	<b>Nature of the balance</b>	<b>Consequences/impact</b>
<i>Organizational factors</i>	<i>Subjective indicators</i>	
Demands of work	Balance equal - emphasis	Work satisfaction
Culture of work	home and work	Life satisfaction
Demands of family	Balance - home central	Mental health/well-being
Culture of family	Balance - work central	Stress/illness
<i>Individual factors</i>	Spillover and/or interference	Behaviour/performance
Work orientation	from work to home	at work
Personality	Spillover and/or interference	Behaviour/performance
Energy	from home to work	at home
Personal control & coping		
Gender	<i>Objective indicators</i>	Impact on others at home
Age	Hours of work	Impact on others at work
Life and career stage	Free time	
	Family roles	

**OBSERVATION**

It can be observed that techno-economic and socio-demographic changes have made it crucial to consider work-life balance as a strategic concern for HR managers to recruit, engage and retain talented employees. HR professionals in India now need to review their present policies and practices towards work-life balance and redesign them accordingly. Organizations

should note that they will benefit only when they will support employees' needs for work-life balance and effectively apply work-life balance policies. It has been seen that there are basically three major factors of work that interferes with personal life: (i) unhappiness with the amount of time for non-work activities, (ii) missing personal activities due to work and (iii) putting personal life on hold because of work thus creating a rift in work-life balance issues resulting a lot of employees quitting their jobs or taking career breaks. It has also been seen that there are work related factors that interfere with personal life like easy access to the employees irrespective of their location because of smart phones, tabs, etc. even after their normal working hours, or holidays or vacations. Leaving less or limited scope for employees to enjoy their personal lives without the interference of work related issues. The usage of work-life programmes like work from home has dissolved the boundaries of work and life and thus creating a more turmoil amongst employees to maintain a distance from work-related issues even at home. Work-life balance must be supported by top management and encouraged at all levels of the organization. Organizational culture must be developed in such a way that employees making efforts to have healthy work-life balance will not be looked down upon. Only then in true sense will work-life balance gain strategic recognition in India. Balancing work and non-work-life is going to remain as one of the anticipated employee need in future. Hence, organizations should continue to look for innovative ways to cater to this need in order to retain the key employees. Work-family integration should not be seen as a parenting or dependent care issue only. To make work-life balance policies successful, utmost care should be taken from their introduction to implementation.

## CONCLUSION

With increased concern by employees for managing the boundary and the interaction between their work and non-work lives, the provision of effective work-life initiatives is fast becoming a priority for organizations and for HRM practitioners throughout the corporate world. Researches have shown that people are more attached to organizations that offer family-friendly policies, regardless to the extent to which they might personally benefit from such policies (Grover and Karen, 1995). In organizational terms, this translates into better talent attraction, enhanced productivity, better talent management, reduced work stress, reduced absenteeism, better motivation, employer branding and efficient work practices (Byrne, 2005). A mismatch between work and non-work roles can be dysfunctional and disadvantageous for both the employees and the employers. It is because of this reason that many organizations are increasingly adopting work-life policies such as introducing greater work flexibility, providing child-care facilities and offering emotional support (Lapierre and Allen, 2006). Organizations should come up with effective and efficient work-life balance policies and programmes and foster an organizational culture that supports the use of available policies. Thus in present scenario organizations indeed have to rope in some innovative strategies to build a competitive advantage, work-life balance strategies being one of them.

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