

Evaluation of Work-Life Balance in Women Engineers: A Review

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Abstract

Work-life balance has increasingly become a concern to both employers and employees of most organizations. Recently, there has been an increase in the consideration of the pressures that work has on family as well as life of employees. This has activated research focusing on work-life balance for women. In an environment where there is high level of competitive pressures coming from efforts to deliver quality service, the weight of this on women employees are enormous. Work-life balance deals with an employee's ability to properly prioritize between work and her lifestyle, social life, well-being and family. Work is considered as a part of life. Although separated by physical, psychological and temporal boundaries, the two concepts are operationalized within the same context of time and space. Where there is proper balance between work and life, employees put in their best efforts at work, because their family is happy and they are also happy as individuals.

Keywords: Conceptual review, empirical review, theoretical review, work-life balance, women engineers

1. Introduction

Research has shown that when there are happy homes the work places naturally become conflict free. As a result, initiatives such as flexible working hours, leave policies, alternative work arrangements, benefits of family care responsibilities and employee assistance programs have become a significant part of most of the company benefit programs and compensation packages (Sharma, 2016). Barnett and Baruch (1985) investigated the psychological distress connected to the balance of rewards and concerns generated by individual women's multiple roles as a worker, wife and mother and they found that the positive role and experience was related to low levels of role overload, role conflict and anxiety.

The importance of work-family balance to the organizations and employees cannot be ignored. This is because when employees struggle to balance their work and family lives, their families and work will be negatively affected. The most common approach is to view work-life balance practices seriously: that is, by offering these practices, organizations reduce levels of work-life conflict among existing ones, and this reduced work-life conflict enhances organizational effectiveness. It is on this foundation that the study will be conducted in order to find out how women engineers are being affected when it comes to the issues of work-life balance with a focus on women engineers.

Using a wide range of studies from a variety of literature, the empirical, theoretical and conceptual support available for the link between work-life practices and employed women engineers' productivity will be detailed. Findings from literature will provide us with important new insights regarding potential moderators and mediators of the link between work-life balance and women engineers' employee productivity.

2. Theoretical Review

Several theories explain different aspects of the relationship between the work and family life. Boundary Theory and the Border Theory are the two fundamental theories that researchers have used to study these work-family role conflicts. Other theories are built on the foundations of these two theories. Four dominant theories have been utilized to explain this relationship on the Boundary-Border Spectrum; these theories are: Structural Functioning, Supplemental and Reactive Compensation, Work Enrichment Model and Work-Family Border Theory.

2.1 Structural Functionalism Theory

The Structural-Functionalism Theory is one of the dominant sociology theories of early 20th century and it can be traced back to the early 20th century, when the industrial revolution was separating economic work from the family home (Talcott, 1975). The 19th century's technological advancements in machinery and manufacturing initiated the separation of work from family. However, it was not until the early 20th century

that the first view of work-family theories started to shape. The Structural Functionalism Theory which emerged following World War II was largely influenced from the industrial revolution and the changes in the social role of men and women during this period. This theory implies that the life is concerned mainly with two separate spheres: productive life which happens in the workplace and affective life which is at home. The Structural Functionalism Theory believes in the existence of radical separation between work and families. According to this theory, the workplace and family work best when men and women specialize their activities in separate spheres, women at home doing expressive work and men in the workplace performing instrumental jobs.

2.2 Supplemental and Reactive Compensation Theories

The Supplemental and Reactive Compensation theories are two dichotomies of the Compensation Theory which were developed during the late 1980s and the early 1990s (Bellaavia, 2005). While Compensation Theory describes the behavior of employees in pursuing an alternative reward in the other sphere, Supplemental and Reactive Compensation theories try to describe the reason behind the work-family compensation behavior of employees.

2.3 Role Enhancement Theory

The Role Enhancement Theory states that participation in one role is made easier by virtue of participation in the other role (Voydanoff., 2005). According to this theory, the combination of certain roles has a positive, rather than a negative effect on well-being. Furthermore, this theory recognizes the negative effect of the work-family relationship, in which, only beyond a certain upper limit may overload and distress occur. However, the central focus of this perspective is mainly on the positive effects of work and family relationship, such as resource enhancement.

2.4 Work-Family Border Theory

Work-Family Border Theory is devoted only to work and family domains. The outcome of interest in this theory is work-family balance, which refers to satisfaction and good functioning at work and at home, with a minimum of role conflict (Clark, 2000). It also differs from the Boundary Theory in that its definition of borders encompasses not only those psychological categories but also tangible boundaries that divide the times, place and people associated with work versus family. According to Clark (2000). Work-Family Border Theory explains how individuals manage and negotiate the work and family spheres and the borders between them in order to attain balance. Fundamental to this theory is the idea that work and family constitute different domains which influence each other and cannot be separated.

3. Existing Models/Framework, Key Concepts and Areas

Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities. From this definition it is important to note that work-life balance is about individual's perception as they fulfill multiple and often competing roles (Kalliath and Brough., 2008).

Grzywacz and Carlson (2007) defined work-life balance as accomplishment of role-related expectations that are negotiated and shared between an individual and her role partners in the work and family domains. Voydanoff (2008) indicated that work-life balance is the global assessment that works and family resources are sufficient to meet work and family demands such that participation is effective in both domains. The issues on work-life balance can be examined under different perspectives which are that work and family are closely interconnected domains of life (Edwards and Rothbard, 2000). Often, meeting both the demands from work and family can be very challenging and can lead to issues with work-life balance and ultimately stress (Md-Sidin et al., 2008). Stress include an event, the psychological and physiological process of stress (Kang et al., 2010). Research has examined the relationship between stressors such as role conflict, role uncertainty, lack of perceived control and outcomes such as: job dissatisfaction, anxiety, absenteeism and job performance (Md-Sidin et al., 2008). The consequences of work-life imbalance are shown in Figure 1.

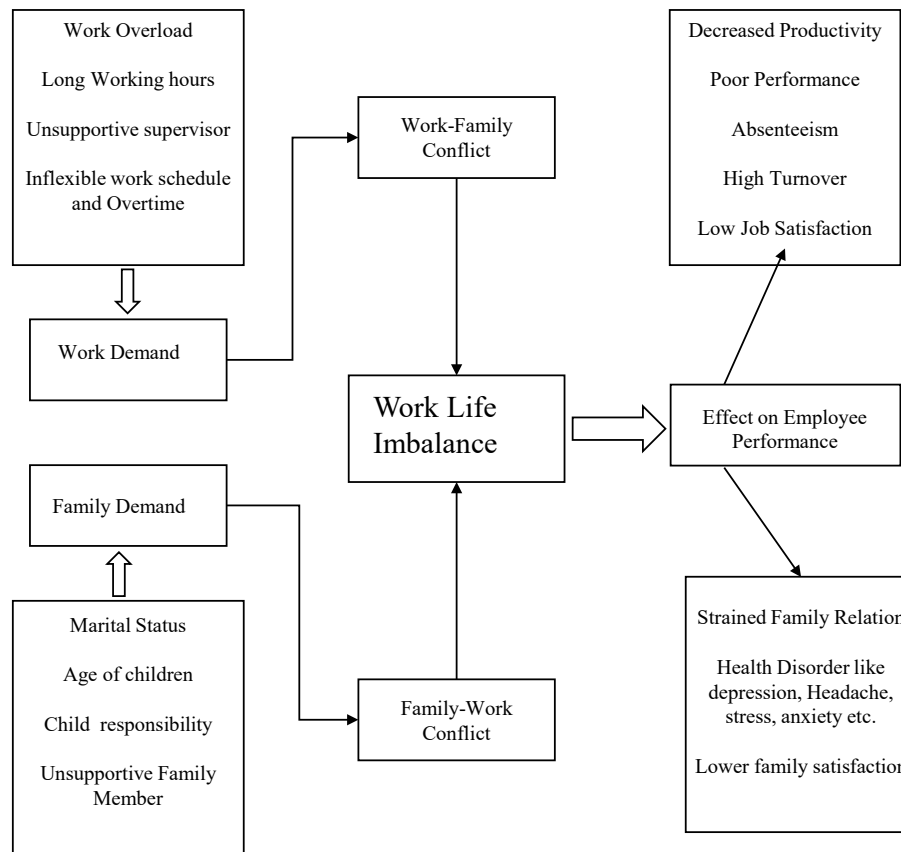


Figure 1: Antecedents and Consequences of Work-life Imbalance (Nayak and Pandey., 2015)

4. Conceptual Review: Factors Affecting Work-Life Balance

Work-life balance has to do with appropriate prioritizing between work and lifestyle (Machuca et al., 2016). The concept of work-life balance is based on the idea that work and family life should be seen less as opposite priorities and more as corresponding essentials of a full life (Bramble et al., 2019). The way to achieve this is to adopt a system that is conceptualized as a two-way process which considers the needs of the workers as well as those of employees. Work-life balance is an important area of Strategic Human Resource Management. There are many personal factors that contribute to stress that can lead to an imbalance between work and life. These can include: gender, marital status, parental status, family obligation, age, personality differences and education level (Grimm, 2017).

4.1 Gender

Warren (2004) explained that women with home responsibilities have taken on part-time jobs as a beneficial way to maintain their labor market skills, as a secondary source of income and to sustain interest outside of the home. However, resulting in conflict between their work and family commitments and responsibilities. The reason for this has been explained as women typically assume the majority of childbearing duties (Grimm, 2017). This responsibility can influence both role stress and negative attitudes at work and are positively associated with disruptions at home (Bacharach et al., 1991). Men and women tend to prioritize work and family roles differently; men typically sacrifice more at home and women tend to sacrifice more at work for home commitments (Jennings and McDougald, 2007). Women's level of involvement at work did not differ from men's, however they did admit to a certain level of concern with home issues at work (Hall and Richter, 1988). Martins et al. (2002) established that women's career satisfaction was negatively affected by work-family conflict throughout their lives whereas men showed adverse effects only later in their career.

4.2 Marital Status

Individuals who are married give more priority to their personal lives (Martins et al., 2002). Employees with families often experience challenges maintaining separation between work and home boundaries (Hall and Richter 1988), which can negatively influence both work and family life. Md-Sidin et al. (2008) reported that individuals who are married women experience more work-life conflict than those who are unmarried.

4.3 Parental Status

Parental status is a determinant of parents placing increased importance on the role of family (Blau et al. 1998). The presence or absence of children in the family remains to make a significant difference in the degree of balance that individuals experience (Tausig and Fenwick, 2001). Family responsibilities such as household time demands, spousal support, family responsibility levels, household income and life course

stage have been found to be sources of work-life conflict (Jennings and McDougald, 2007). Double earner couples with no children report greater work-life balance, while both single and married parents report significantly lower levels of perceived balance compared to single and non-parents (Tausig and Fenwick., 2001).

4.4 Age

Age is a work-life stress that individuals experience (Wang et al., 2010). Ausig and Fenwick (2001) reported that older adults report greater success with work-life balance. Bardwick (1986) proposed that in later life when individuals have reached a plateau in their careers, they will not be as tolerant of work-family conflict because putting in the extra work does not seem worthwhile.

4.5 Personality

Certain personality differences influence individuals to work-life balance issues. The tendency to feel guilty, to be loyal towards others, a lack of sensitivity towards others and the need for being there for family members and being unable to manage a new situation has been proposed to influence the level to which an individual experiences work life balance issues (Bekker et al., 2010). A person's emotional response to a role is a critical factor influencing their interpersonal availability and psychological presence in a different role (Rothbard, 2001). Individuals with high negative affectivity seem to experience more negative interaction between work and family (Bekker et al., 2010). Intrinsically adapted to individuals are thought to focus on developing and actualizing their inherent potential (Alegre and Pasamar, 2018). Further they are likely to satisfy their basic psychological needs for independence, competence, relatedness and therefore function optimally (Van den Broeck et al. 2010). Intrinsic work values express openness to change, interest, growth and creativity in work. Pursuing intrinsic life value orientations positively predicts well-being and optimal functioning (Van den Broeck et al., 2010). Extrinsically adapted to individuals, in contrast, adopt an outward adapted to focus and try to impress others by acquiring external signs of value.

4.6 Educational Level

Attainment of advanced education and extra work experience inculcates more confidence in an individual and increased self-efficacy (Chong and Ma, 2010). Work-life balance demands are greater among those with a high school degree or less; while it is lower among those with an undergraduate degree or advanced university degree (Tausig and Fenwick, 2001).

4.7 Life Demands

Many individuals find they are increasingly being isolated from family and leisure activities in an ever-increasing climate of long work hours and intensity (Haworth and Lewis, 2005). Life demands work, financial resources, leisure, dwelling and neighborhood, family, friendship, social participation and well-being (Warren, 2004). Many individuals who experience issues balancing life demands also experience emotional exhaustion (Boles et al., 1997). When individuals have a negative emotional response to work related stress, they often self-regulate their response (Rothbard, 2001). In doing so, individuals are more likely to experience exhausted energy levels fatigue which can negatively influence work and family roles (Rothbard, 2001). A person experiencing stress may display a tendency to withdraw from potentially supportive people (Adams et al., 1996).

4.8 Work Role Characteristics

Work related variables can add to work-life stress and these include: long working hours, increased workloads, constantly varying work practices and job insecurities (Haworth and Lewis, 2005). Working long hours has been associated with high levels of anxiety and low job satisfaction levels especially when employees do not trust their co-workers to do their jobs well. Employee well-being is affected not only by a job's physical environment but also by its psychological environment (Gilbreath, 2004). It has been found that stress, an unpleasant emotional and physiological state, has a direct influence upon job satisfaction (Judge and Colquitt, 2004). Individuals who experience chronic work stress have been found to be positively associated with an increased risk of heart disease (Kang et al., 2010). Job satisfaction can be explained as the match between expectations and perceived reality for broad aspects of the job taken as a whole. Job variables are components of an individual's work life that can increase the amount of stress that they encounter. Some of the contributing factors of work stress include: issues at work, lack of motivation, reduced performance standards and perceived constraints.

4.8.1 Type of Organisation and Work Characteristics

The organizational environment includes the interaction between workers, risk-taking orientation and a trusting and caring atmosphere (Chong and Ma, 2010). Organizational structure determines decision-making authority, levels of responsibility and formal reporting relations. Work domain determinants such as working hours, job independence, schedule flexibility, the amount of social support provided by supervisors and co-workers, and the existence of family-friendly work policies directly influences work-life balance (Jennings and McDougal, 2007). Individuals working in occupations that demand significant interaction with others, additional work roles are more appropriate to experience greater numbers of work life balance issues. Moreover, individuals working in a executive post report higher levels of conflict between work and their personal life. Concerns about fairness can also affect the attitudes and behaviors of employees and lead to employees to doubt their ability to cope with work demands (Judge and Colquitt, 2004). When employees feel

that they have experienced injustice, they report higher levels of distress, including hostility, resentment, ill will and outrage (Judge and Colquitt, 2004).

4.8.2 Work Load

Long work hours take away time from home time while high work pressure may result in anxiety, fatigue or other adverse psychological and physiological consequences that can influence the quality of family life (White et al., 2003). Many organizations are introducing new technologies and working practices and are consequently demanding greater flexibility in response to the pressures of competition (Haworth and Lewis, 2005). The introduction of technology has also been due to the effects of Covid 19 and the need to work from home.

4.8.3 Job Independence and Working Hours

Individuals with lower levels of perceived control over their work are more likely to report high role overload and high interference between work and family roles (Baral and Bhargava, 2010). Low job control has been associated with increased absence rates due to illness, mental well-being issues and coronary heart disease (Bond and Bunce, 2000). Providing employees with control over their work serves to improve stress-related outcomes, such as lowered anxiety levels, burnout, psychological distress, irritability, psychological well-being complaints and reduced alcohol consumption (Bond and Bunce, 2000). Increased amount of control and discretion over working conditions and scope for social interactions also provide employees the opportunity to engage in extra-role behaviors (Baral and Bhargava, 2010).

4.8.4 Advances in Technology

Technology can either support or prevent work-life balance especially these days where the need to work from home has increased due to the Covid-19 pandemic. Improvements to technology has helped employers make progress to how business is done, help is more accessible to clients, processes are often more efficient and employees are often more reachable (Maxwell and McDougall, 2004). This change in technology use has led to employees working more outside regular office hours resulting in increased interference with women employees' home life. Individuals are expected to take whatever time is required to get the job done and they are always on the job. Changes in technology have led to employers expecting more from employees and not always respecting employees' personal time.

4.8.5 Motivation

Motivation is a set of energetic forces that originates both within (intrinsic) as well as beyond an individual's being (extrinsic), to initiate work-related behavior, and to determine its form, direction, intensity and duration (Meyer et al., 2004). Intrinsic motivation is undertaken purely for its own sake and reflects the inherent tendency to seek out originality and challenges, to extend and exercise one's capacities, to explore, and to learn (Meyer et al., 2004). Extrinsic motivation refers to the performance of an activity in order to attain some separable outcome (Meyer et al., 2004). Motivation is an important factor in an individuals' decision-making process; the interaction between motivation and perception of constraints determines participation in any job activity (Alexandris et al., 2002).

4.8.6 Job Performance Standards

Performance standards and targets are used as a method to improve employees' performance. Appropriate behaviors and performance standards are defined within the work environment (Chong and Ma, 2010). The effectiveness of performance standards depends on the relationship between the performance measure used and the organization's objective (Sherstyuk, 2000). Job performance consists of behaviors required for a job that either directly maintain the technical core. Performance can be tremendously improved by the supervisor through providing the employees with useful resources and positive feedback (Mumford et al., 2002). Performance can also be enhanced when employees value their work environment and have supportive supervisors with whom they can work and trust (Chong and Ma, 2010).

4.8.7 Organizational Culture

Organizational culture relates to the assumptions, values, attitudes and beliefs that are shared among significant groups within an organization (Van Beek and Gerritsen, 2010). Organizational culture gives employees identification and direction (Martel, 2002). There are many benefits associated with a strong organizational culture and these include: attract and retain star performers, provide fixed points of reference, guide and inspire employee decisions and stability, a more personal connection with employees and to align employees with diverse interests around shared goals. Work-life balance programs cannot yield expected results unless the organizational culture supports use of work-life balance programs (Grimm, 2017). Employees may find working in an organization with a strong philosophy very rewarding even if other aspects of their daily experiences are not. They may be willing to make some sacrifices and continue to cooperate with the organization because they feel loyal (Meyer and Parfyonova, 2010).

4.8.8 Structural and Social Constraints

Many work-life issues are the result of structural and social constraints (Haworth and Lewis, 2005). There are three types of constraints: structural, intrapersonal and interpersonal (Godbey et al., 2010). Structural constraints are external constraints related to the availability of resources required to participate in activities (Alexandris et

al., 2002). Intrapersonal constraints are primarily concerned with subjective perceptions of appropriateness and relevance of participation in a given activity by the individual in question (Godbey et al., 2010). The constraints an individual face can take any form depending on her particular challenges, including her attitudes, level of participation, interests, related knowledge and skills, location of facilities, social network and cultural background (Godbey et al., 2010). Some types of constraints might influence motivation which can affect participation (Alexandris et al., 2002).

4.8.9 Work-Life Conflict

Work conflict is the concurrent occurrence of two or more sets of pressures in the work place such that compliance with one would make compliance more difficult with the other (Bacharach et al., 1991). There are three major forms of work-family conflict and they are: time-based conflict, strain-based conflict and behavior-based conflict (Greenhaus et al., 1985). Time-based conflict is competition over time spent in different roles, such as work schedules, work orientation, employment patterns, marriage, children and spouse, may all produce pressures to participate extensively in the work-family roles (Gilbreath, 2004). Conflict is experienced when these time pressures are incompatible with the demands of the other role (Williams and Alliger.,1994). Quantitative role overload is defined as the conflict between organizational demands and the time allocated to the individual by the organization to satisfy those demands (Bacharach et al., 1991). Strain-based conflicts are work stressors that can produce strain symptoms such as tension, anxiety, depression, fatigue, apathy and irritability. These symptoms of strain exist when stress in one role affects one's performance in another role (Higgins et al., 2010). Behavior-based conflicts are specific patterns of in-role behavior that may be incompatible with expectations regarding behavior in another and if a person is unable to adapt, then they are likely to experience conflict between the roles (Greenhaus and Beutell, 1985). Work-family conflict can be understood as a form of stress response to role overload and overlapping or incompatible non-work and work demands (Watkins., 1995). Work-specific role stressors serve as predictors of job burnout, turnover intentions, job dissatisfaction and physical symptoms (Judge and Colquitt, 2004).

4.9 Approaches Used to Manage Work-Life Stress

Work-life balance has become more multi-faceted to include: flexibility in the number of hours worked, flexibility in the arrangement of hours, developing people through training and flexibility in the place of work so that they can manage the balance better, providing back-up support and breaks from work (Maxwell, 2005). There have been many strategies that individuals use to manage work life stress, such as flexibility, social support and access to resources. The role of the supervisor is an important one in expanding these tactics. Supervisors are in daily contact with employees and are in a position to manage, coach and mentor, convey the culture and pride of their organizations (Martel, 2002).

4.9.1 Job Flexibility

Flexibility is the ability to respond effectively to changes (Van den Broeck et al., 2010). Porter and Ayman (2010) indicated that job flexibility is the most desirable attribute of a work environment. Job flexibility relates to the ability of the system to cope with changes in jobs to be processed by the system (Kara et al., 2002). Porter and Ayman (2010) further divided job flexibility into place flexibility that is where an individual works and time, flexibility which is how long an individual works and timing flexibility which is when an individual works. Functional flexibility refers to employee's ability to work on different jobs, under diverse circumstances and the cost and time needed to mobilize employees into new duties are low. Work-group flexibility is the group's ability to adjust its activities to changing conditions without these adjustments resulting in disorganization (Kara et al., 2002). Organizations have begun offering employees enhanced independence with regard to work schedules as an incentive of employment, in other words employees have more flexibility in determining when they will work (Grimm, 2017). If employees have sufficient flexibility in what, when and where work is completed they report higher levels of work-life balance (Grimm, 2017). When employees show flexibility at work by demonstrating flexibility in skills and behaviors, the organization's results increase.

4.9.2 Life Social Support

Social support is an informal social network that provides individuals with forms of emotional empathy, practical assistance and informational support (Md-Sidin et al., 2008). Increased social support is related to increased well-being (Adams et al., 1996). Well-being refers to contentment and satisfaction derived from ideal functioning (McDowell, 2010). Individuals with different sources of support create a cushioning effect that aids individuals deal with work-family conflict (Cinamon and Rich, 2010). Social support is an essential coping mechanism that is able to reduce the negative effects of work-family conflict. Employers can provide a supportive work environment to reduce the level of stress in the lives of their employees and can this can be done by recognizing the importance of an employee's family by supporting other activities not directly related to career success (Boles et al., 1997).

It is essential for employers that would like to develop a motivated and committed workforce to fully understand the contributing factors that can influence their employees 'satisfaction in their career (Martins et al., 2002). With an increasing number of women in the workforce, employers must seek to create working conditions that are more accommodating of workers personal lives by creating flexible work schedules. In

providing work-life balance programs there is the potential to better support employees (Milliken et al., 1998). Supportive work-family culture and informal support have a greater effect on work-family conflict than do formal family-friendly organizational policies (Gilbreath, 2004).

4.9.3 Access to Copying Resources

Coping resources are personal attributes and skills that are considered advantageous across many situations and are connected with effective coping behaviors (Heaney et al., 1995). With enhanced coping resources, employees are able to handle stressful situations (Heaney et al., 1995). Work-life balance programs are used by organizations to help employees manage work-life stress with the goal being that employee's work and personal lives can be realigned (McCarthy et al., 2010). Work-life balance programs are any employer sponsored benefits or working conditions that help employees balance work and non-work demands (McCarthy et al., 2010). There are different aspects of work-life balance programs such as: flextime arrangements i.e. how long people work, when people work, where people work, time management training, providing back-up support, breaks from work, job sharing, compressed workweeks, telecommuting and shift work (Grimm, 2017). A workplace is considered family-friendly when there are policies which support employees with families (Watkins, 1995). The most common areas of employer involvement in work-family issues are: the provision of child care benefits, job sharing, the use of options which enhance workforce flexibility such as flextime, voluntary shifts to part-time work, work-at-home options and flexible leaves (Johnson, 2004). A common goal for employers who implement work-life balance programs is to help employees attain much higher levels of life satisfaction with both their work and home life (Allen, 2001).

4.10 Strategies Taken to Handle Work-Life Stress

Several strategies can be used to reduce the amount of work-life stress by employees include: segmentation, compensation, accommodation, one job strategy, postponing children bearing and hiring help around the house (Jennings and McDougald, 2007). Segmentation is the separation of work and family lives such that the two domains do not affect one another (Edwards and Rothbard, 2000). Compensation is when an individual is dissatisfied with one domain and they compensate by over investing in the other domain (Jennings and McDougald, 2007). Some couples postpone having children so that they can focus on their careers and have fewer demands at home while they build up their career.

4.10.1 Stress Coping Style

An individual's stress coping style can help an individual overcome work life balance issues (Bekker et al. 2010). There are three types of coping styles: problem-focused (involvement in activities aimed at dealing with solving problems), emotion-focused coping (focusing upon the emotional consequences of a stressful situation without solving it) and avoidance-focused coping avoiding the problem (Bekker et al., 2010). Coping resources can come from multiple life domains such as personal, work, couple and family levels (Becker et al., 2010). Strength in one life domain (relationship or skill) may provide resources to cope with stress in the other life domains (Becker et al., 2010). When an individual is less willing to seek social support it can lead to more negative interaction from home to work (Becker et al., 2010).

4.10.2 Stress Reduction

If an individual accepts the events that cause them stress, the event will not lead to emotional problems such as strain, depression and anxiety. In order to reduce stress either emotion-focused stress management interventions, which target undesirable thoughts and emotions aroused by work stressors or problem-focused stress management interventions, which seek to identify and alleviate the stressors giving rise to strain the causes of the stress must be eliminated (Bond and Bounce., 2000).

4.10.3 Leisure

Leisure is having the most positive and significant influence on individual's quality of life as well as on the achievement of a successful work-life balance (Warren, 2004). Leisure plays a positive role in wellbeing and in providing a range of well-being benefits, such as reducing tension and stress coping skills.

4.11 Positive Effects of Work-Life Balance

Well-being can be assessed in each domain of well-being: physical, social, emotional and spiritual (McDowell, 2010). The amount of a person's total working life-time spent in non-work activities is now greater than the amount spent in paid work (Haworth and Lewis, 2005). The importance of leisure for people's lives should not be underestimated by the focus on paid work throughout the life course argue that the employee needs to have clear boundaries between the two domains and some degree of separation-too much overlap between work and home can cause employee burnout and dissatisfaction (Hall and Richter, 1988).

4.11.1 Professional Outcomes

Professional outcomes can both be personal in nature or from the organizational level. Employees experience positive outcomes when they feel that they have attained work-life balance. Employers are often motivated to implement family-friendly policies based on the premise that economic gains will be realized from increased employee productivity and reduced turnover as a result of such policies (Allen, 2001). Work-life balance programs contribute to creating a culture of honesty and trust where staff can admit to home problems and get support

(Maxwell and McDougall, 2004). Some benefits with work-life balance programs at the organizational level include: lower recruitment costs, improved productivity and lower training costs (Ulshafer et al., 2005). In addition, decreased job burnout, enhanced employee capability, easier service delivery, enhanced quality service, less absence, lower turnover and employee flexibility are experienced.

All of the positive emotions that employees experience by reducing their stress levels are associated with an outward focus of attention, such that when people are happy, they report increased liking for others, are more willing to initiate conversations and offer help to each other (Rothbard, 2001). When an individual leads a balanced life, they experience vigor as a component of work engagement comprising of high levels of effort, energy, resilience and persistence (Cinamon and Rich, 2010). Therefore, it is important for employers to recognize these benefits and support employees' commitments outside of the job by being flexible and providing them the opportunity to engage in these activities. Work-life imbalance has been linked to reduced organizational commitment, job satisfaction, life satisfaction and increased stress and turnover intentions (Porter and Alman, 2010). Work-life interference with family-life is more prevalent than family interference with work and is more likely to be influenced by workplace factors and supportive supervisor behaviors (Porter and Alman, 2010).

4.11.2 Personal Outcomes

Some benefits that employees experience due to a balanced work-life include: less role conflict, control over personal lives, more quality time with family, being more content with their lives and jobs and reduced drinking problems. Supportive work-family culture enhances the psychological resource base for employees by increasing a sense of self-acceptance and flexibility which can aid individuals develop positive affect towards work (Baral and Bhargava, 2010). Also, if an employee can better manage their time in one domain, the spillover of demands to another domain is decreased, thus increasing total efficiency (Porter and Alman, 2010). When women are happier with their work role and family life, they will be more likely to help others and to be more enjoyable to work with. Some other benefits that both the employee and employer may experience include: motivation, improved productivity and commitment to the organization (Maxwell and McDougall, 2004). The need for a balance between work and personal life has become an essential part of employee expectations from employers (Baral and Bhargava, 2010). Some of the expected benefits of a good work-life balance that can be achieved by women engineers are shown in Table 1.

Table 1: Summary of Benefits Achieved From Work-Life Balance

Organizational benefits	Personal benefits
Reduced absenteeism and turnover	Increased safety at work
Increased productivity and corporate image	Autonomy
Increased employee loyalty	Reduced stress
Improved talent retention	Improved well being

5. Empirical Review

Work-life balance for women employees is highly needed and if there is no job satisfaction and stability in life, it can create a dilemma for working women (Rajesh and Nishant., 2014). Work-life balance requires accomplishing balance between professional work and personal work, so that it reduces friction between work and family life. The ultimate performance of women employees depends on numerous work-life factors discussed below:

5.1 Age of the Women Employees

Porter and Alman (2010) indicated that old age category and women category have perceived extreme level of stress in balancing their work and life. The results showed that there is a close relationship between age of the respondents and their level of stress in balancing work and their personal life.

5.2 Marital Status, Gender and Number of Children

Porter and Alman (2010) showed that shift-working mothers were quite content with the time they spend with their children. However, several of them would have liked to have more time just to be with their children. Rajesh and Nishant (2014) indicated that significant relationship exists between work-life balance and organizational commitment. The study found no relationship of work-life balance with marital status and gender. Desai et al. (2011) proposed that work-life balance has very less impact on employee job satisfaction in the private commercial banking sector of Karachi, Pakistan.

5.3 Job Stress and Employee Well-Being

Work-life balance of women employees plays the major role because they have to manage their personal life for their good quality of life (Sneha and Samuel., 2019). The employee's satisfaction is based on the employee's happiness and the ability to deliver their level best. Even in the worst scenarios, the employee is very loyal to their organization because of the employee satisfaction. The quality of life is based on the professional life of each and every women employee who is coming forward to support their family. The problems women employees' face include health disorders, discrimination, pregnancy, sexual harassment and non-equal salary (Anila and Krishnaveni., 2019). When employees are satisfied they put in their best for the organization and make good

decisions. Wasti et al. (2016) showed that work-life balance has a significant effect on job stress and individual performance. Casper (2017) indicated that employees value those organizations which make efforts to support work-life balance and they enjoy a higher job satisfaction. Their morale is high and it boosts work place ethics. Casper (2017) revealed that work-life balance is both important for the organization and for its employee's particularly in current dynamic organizational scenarios.

5.4 Work Overload and Job Satisfaction

The demands of work reflected in longer hours, more exhaustion and the growth of evening and weekend working hours leave less scope for quality family time. The consequences of this role overload include increases in infantile crime, drug abuse and a reduction in care of the community. Desai et al. (2011) indicated that there is positive and significant contribution of workload in respect to employee performance and work-life balance on employee performance. A work-life balance supportive culture facilitates the effect of the availability of work-life balance practices on organizational performance. There is a significant reconciling effect on the relationship between work-life balance and employee retention.

5.5 Working Hours and Employee Morale

When people spend too many hours at work and spend less with their families, their well-being and work performance begin to deteriorate, therefore resulting in poor employee well-being due to job stress (Desai et al., 2011). Long working hours also results in the growth of single parent families, privatization of family life and the lack of local resources and facilities.

5.6 Work-Family Conflict and Job Commitment

Lack of work flexibility, high work pressure and longer working hours are stressing out many women engineers, reducing their job performance and productivity as well as causing broken homes. In the community, there is growing concern that the quality of home and community life is deteriorating. These have resulted to poor employee input and performance at their job place, because an employee, who finds it difficult to properly balance her family life, tends to also have difficulties managing jobs at her workplace, therefore resulting in poor employee performance and employee morale. A work-life balance supportive culture intermediates the effect of the availability of work-life balance practices on organizational performance. There is a significant mediating effect on the relationship between work-life balance and employee performance. Adisa et al. (2014) showed that work-life balance is important for women and suggested that the lapses between employee family-life and work-life should be eliminated in order to increase productivity.

6. Conclusion

This work focused on the conceptual, theoretical and empirical literature review on work-life balance with a focus on women. From previous studies, women workers are not still satisfied with work-life in their organization and the level at which work-life balance is required for women engineers is still to be understood. Research in areas such as effect of job stress on women engineers' well-being, effect of role overload on employee job satisfaction, effect of long working hours on employee morale and effect of work-family on job commitment with a focus on women engineers is still essential.

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