

## CHAPTER 2

### LITERATURE REVIEW

One essential component of today's rapid workplace that all female employees in the service industry are striving for is WLB. This study provides insight into the difficulties women suffer in balancing both their professional and personal lives. With rapid economic growth in Gujarat, a rise in the percentage of working women can be seen, particularly in service sectors such as education, finance, hospitality, and health.

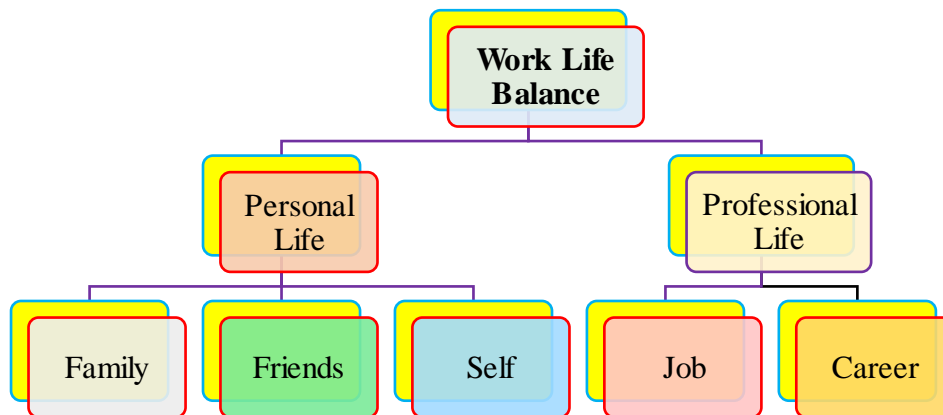
Simultaneously, all of these increases in competition related to economic growth have also worsened the problem of reconciling work demands with personal life. This has resulted in role conflict, stress, burnout, and job dissatisfaction due to conflicting responsibilities. This study will explore the factors influencing WLB among women employees, the strategies women adopt in balancing their lives, and work, and the support mechanism available for them at the workplace. Based on a sample of women employees in various service sectors in major cities like Ahmedabad, Surat, Vadodara, and Rajkot, this research determines the effectiveness of existing policies and practices. The outcomes will help recommend that organizations come up with strategies for better WLB to ultimately result in the well-being and productivity of women employees in this novel service industry in Gujarat, an Indian state.

Literature review Chapter 2 comprehensively covers an overview of the WLB of women employees in the selected service sectors of major cities of Gujarat. It starts with Section 2.1, defining and conceptualizing WLB, tracing its historical growth, modern relevance, and relevance in service sectors. This section also tries to delineate the problems and barriers that exist for women, including societal expectations and technological changes. Section 2.2 deals with theoretical frameworks and models by considering, among others, role theory, spillover theory, and feminist theories. Section 2.3 focuses on the particular challenges of women, such as career progression and gender bias, with strategies like flexible work arrangements. Section 2.4 deals exclusively with WLB in Gujarat's service industry, elaborating on characteristics, challenges, and successful models in cities like Ahmedabad and Surat. Section 2.5: Policy and practices: Government stipulations vs. global benchmarks in influencing WLB are examined. Section 2.6 is a consideration of the technological impact; Section 2.7, is the sectoral perspectives, including Healthcare, Education, IT, and so on. Section 2.8 deals with socio-

cultural factors with a focus on cultural norms, family support systems, and educational influences. Sections 2.9, 2.10 and 2.11 summarize key findings on WLB strategies for women in Gujarat, framing research questions and spotting research gaps.

## 2.1 Introduction to Work-Life Balance

WLB is the professional-personal duty balance that allows individuals to get satisfaction and become productive in both. In today's world, WLB is significant in terms of welfare for employees, success in organizations, and health in society. Literature on the subject of WLB brings out how extended work balance affects the emotional, mental health, and physical of employees, particularly those in the service sector (Serviss, 2020)., whose demands have always been high. It highlights flexible work arrangements, enabling workplace policies, and a conducive organizational culture for fostering WLB. One must understand the dynamics of WLB to create effective strategies to activate employees in balancing professional and personal roles with ease. Figure 2.1: Overview of WLB The figure is adapted from the source of the MBA School.



**Figure 2.1:** Overview of WLB (Source: MBA School)

### 2.1.1 Definition and Conceptualization of Work-Life Balance

WLB can be defined as a state of balance wherein workers efficiently manage their work duties and personal life, hence achieving the desired harmony between work demands and personal priorities. The conceptualization of WLB is rather complex as a multifaceted balance that differs based on individual needs, job roles, and culture. Traditionally, WLB evolved from mere time management issues to incorporate facets such as psychological well-being, career satisfaction, and personal fulfilment. It highlights the importance of flexibility and control over one's work schedule, fostering an environment where employees both personally and

professionally (Abdirahman *et al.*, 2020). Thus, WLB is an essential component of contemporary organizational practices, enhancing employee satisfaction and productivity. The existing model paper is related to the definition and conceptualization of WLB is given below:

Gupta & Rao, (2019) developed a framework that includes the main issues (major difficulties) from life at work and family life that affect professional women's WLB in the IT sector. A study involving 33 Indian IT professionals revealed five main issues affecting women's WLB: workload, gender discrimination, support networks, health concerns, and compromises. The research analysed these issues from various perspectives, highlighting the importance of understanding the system's impact on personal, professional, societal, and governmental domains.

Liu *et al.*, (2021) examined the correlation between organization dedication and WLB, a factor that is independent for women. Particularly, women's commitment to the organization under various WLB levels was contrasted, and female WLB in the hotel sector was studied. It evaluated the relationship between women's socioeconomic background and their WLB and commitment to organizations (i.e., education, age, position level, and working years).

Manasa & Showry, (2018) examined the connection between practices of WLB or coping techniques in IT companies and WLB among female employees in the IT sector. How WLB procedures and policies support WLB is shown in their study. According to their research, WLB among female IT personnel is significantly impacted by organizational procedures. It further demonstrates the significance of leadership in putting WLB into practice. Their study also demonstrates that work sharing, welfare initiatives, and conflicting roles are associated with better employee satisfaction levels, highlighting the significance of WLB for both individuals and employers.

Uddin *et al.*, (2023) examined the impact of the emotional and technical support received from supervisors and peers on the WLB of female bank workers. Female workers of commercial banks were given a survey form, which was used to gather primary data. According to the Conservation of Resource (COR) hypothesis, supervisors' emotional and physical assistance as well as that of coworkers' emotional aid have a major influence on WLB. Results also indicated that WLB was more affected by the mental and physical assistance of managers than by that of colleagues. However, the outcomes demonstrated the little impact of helpful assistance from colleagues.

Naseem *et al.*, (2020) discussed the process of allocating the appropriate amount of time to meet the demands of one's personal and professional life to achieve a state of balance in one's existence. The rising engagement of women in the labor field is one of the most significant shifts observed in Pakistan's traditional culture. Women increasingly have the job of the family's earner in addition to the traditionally held position of the housewife. It is difficult for women to juggle their career and family obligations because of this added duty as the breadwinner. Their research aims to find job- and family-related issues that affect female academics' WLB.

Aruldoss *et al.*, (2021) examined the relationship between WLB and quality of work life (QWL) in a southern Indian metropolis. Results show that QWL reduces job stress, increases job dedication, and improves job satisfaction. WLB positively impacts job satisfaction and dedication but is negatively correlated with job stress. The study suggests that QWL and WLB are crucial for organizational success and societal well-being. The study uses mediators to provide new insights into the QWL effects of WLB, presenting an innovative concept framework in India.

Akanji *et al.*, (2020) explored the experiences of WLB, stress, and coping techniques of female medical doctors. Their study highlighted time squeezes, patriarchal tendencies, and task-pay disparity as work-family conflicts, and sources of stress. Their study emphasized the unique socio-cultural challenges faced by female doctors in their personal lives and balancing work. Their study is significant as it sheds light on the WLB of a professional group that has been underrepresented in research, offering insightful details on the macro-contextual elements affecting women's WLB.

### **2.1.2 Importance of Work-Life Balance in the Service Sector**

WLB is crucial in the service industry since it has a direct influence on worker happiness, output, and overall performance of the company. In service industries, where customer satisfaction and client interaction are paramount, maintaining a healthy WLB ensures that employees can effectively manage stress and burnout, leading to higher morale and engagement. This is especially important for women, who frequently balance a variety of jobs and obligations both at home and at work. (Pradhan *et al.*, 2016). A well-balanced work environment fosters a positive organizational culture, reduces turnover rates, and enhances employee loyalty. By prioritizing WLB, service sector organizations can cultivate a supportive

atmosphere that empowers employees, leading to sustainable growth and success. The existing model paper related to the importance of WLB in the service sector is given below:

Wong *et al.*, (2017) investigated the connection between workplace characteristics and WLB among workers in the chosen services industry. The study investigates the relationship between WLB and various factors such as coworker support, manager encouragement, and schedule flexibility. A questionnaire was used to gather data from 110 randomly selected industry samples. The results showed that WLB, schedule flexibility, colleague assistance, and manager support were effective associations. The Spearman rho test was used to analyze the data.

Arwin *et al.*, (2021) investigated the impact of work-from-home (WFH) on female employees' WLB and strain levels. A purposeful snowball selection method was employed to select 100 female employees in the region between the ages of 25 and 49 as participants for this study. The survey data was collected utilizing a Likert scale with five points. Partial simultaneous testing of the factors' effects was the kind of evaluation used in the present study. Stress at work and WFH with WLB had an impact on each other concurrently, according to the study's findings ( $p > 0.05$ ). Conversely, the t-test results indicate that WFH does not affect job dissatisfaction.

Krishnan *et al.*, (2018) explored, using a quantitative investigation design and 120 participants, the immediate connection between task completion as well as work satisfaction and WLB. Important firm officials were interviewed to learn more about the variables influencing the academic staff's job performance. To guarantee accurate analysis and interpretation, secondary data from external as well as internal sources was used to supplement the original data. The results of their investigation indicated a favorable correlation between academics' task performance and work satisfaction, as measured by WLB. The results also indicated that, in comparison to WLB, work satisfaction is often the best indicator of academic' performance on tasks.

Jackson & Fransman, (2018) discussed the impact of flexible work arrangements, financial well-being, and WLB on the efficiency and work happiness of female support staff in a university. It highlighted the significant relationship between these factors, with financial well-being, WLB, and productivity serving as predictors of job satisfaction. Additionally, their research indicated that the link between financial stability and WLB, as well as job

gratification, is partially mediated by subjective perceptions of productivity. Their findings emphasized the importance of enhancing WLB and financial well-being to address low job gratification and subjective experiences of productivity.

Oyewobi *et al.*, (2019) examined the organizational dedication played in the connection between WLB and the effectiveness of the organization of women working in the construction industry. According to their research, organizational commitment and WLB are positively correlated, and organizational dedication acts as a mediator between WLB and performance at work. The importance of activities that are suitable for inside construction companies was highlighted by their study, which also recommended that future research include experts from both genders in the field.

Ali & Ishrat, (2022) discussed the challenges faced by women employees in balancing their personal lives and professional in the era of rapid technological and business changes. The demand for skilled employees has shifted women's roles, leading to increased working hours and career development activities. This imbalance can lead to high turnover rates, lack of commitment, and reduced satisfaction, negatively impacting organizations. To address these issues, the concept of WLB was introduced to support women in building successful careers while maintaining a positive home life, promoting physical, emotional, and social well-being, increased productivity, and organizational development.

Stankeviciene *et al.*, (2021) examined how WLB plays a mediating role in the relationship between worker happiness and structural elements of workplace society, such as operational adaptability, supportive leadership, and temporal flexibility. A survey of workers in corporate and public sectors revealed that work society's elements significantly influence WLB and satisfaction with work. The influence of workplace culture on happiness was found to be greater than WLB's indirect impact. A family-friendly work environment can improve WLB, leading to increased overall well-being at work.

### **2.1.3 Challenges and Barriers to Achieving Work-Life Balance**

Achieving WLB poses significant challenges and barriers, particularly for women in the service sector. Women are typically under added pressure to perform well at work and home due to social norms and conventional gender roles. These cultural norms can lead to increased stress and difficulty maintaining a balance. Additionally, organizational culture and policies may lack the flexibility needed by women to manage their dual roles effectively, often leading

to burnout (Cannizzo *et al.*, 2019). Technological advancements and remote work blur the lines between professional life, and personal making it challenging to disconnect from work. These factors collectively hinder women's ability to achieve a healthy WLB, necessitating comprehensive solutions. The existing model paper related to the challenges and barriers to achieving WLB is given below:

Pareek & Bagrecha, (2017) aimed to understand the challenges and WLB of women entrepreneurs in small-scale industries (SSI) and to develop models for addressing these issues. It explores the challenges faced by women entrepreneurs in setting up and running their businesses, including societal pressures and personal fears. Thematic analysis is used to identify socio-personal issues and manage relationships. The goal was to develop models for further research and training by academic and government institutions to support the development of women entrepreneurs in India.

Bhola & Nigade, (2016) explored the relationship between WLB, quality of work-life, and quality of life for women in the service industry. It aimed to assess the role of QWL in maintaining WLB and to examine the impact of QWL on Quality of Life (QOL) for women in this sector. Their study sets out to test two null hypotheses related to the differences between WLB and QWL, as well as QWL and QOL for women in the service industry.

Köse *et al.*, (2021) investigated the connection between WLB, resilience, and social assistance. The study discovered that resilience functions as a mediator between WLB and social support, and that there is a positive correlation between all three variables. The results imply that social support increases people's resiliency, which in turn affects their WLB. Their study adds to the understanding of how personal and social factors impact WLB, particularly the role of resilience as a protective factor influenced by social support.

Onyeka, (2022) examined the opinions of female employees in medium-sized companies on WLB and the impact of company culture on it. A study of eleven female workers from the East and North Central US found that balancing personal life and professional life is challenging, especially for women who often face conflicts due to multiple roles. The research suggests that a well-managed company culture can help address WLB concerns for female workers. The study also highlighted the need for better WLB policies in small and medium-sized businesses.

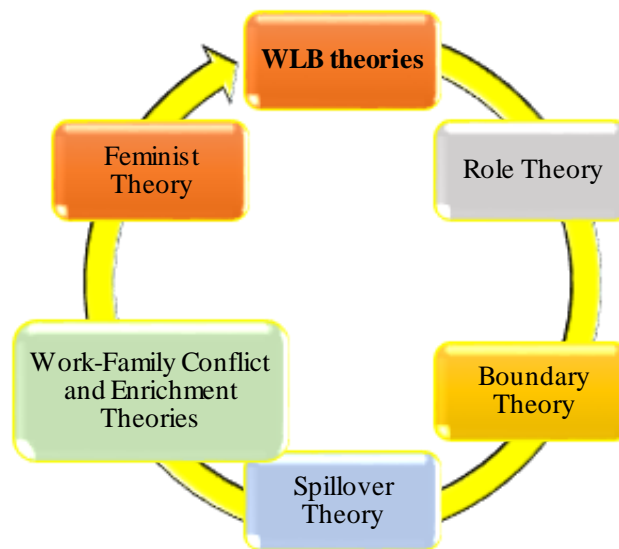
Cowdin, (2019) intended to increase the body of knowledge about the effects of work-related family responsibilities, telecommuting from home, and flexible scheduling on worker well-being. It was anticipated that segment preference would minimize the unfavorable correlations between employee schedules, family responsibilities, and telecommuting utilization for work-at-home tasks and WLB. They used two convenience datasets ( $n$ 's = 163 and 78) in their investigation. ANOVA and regression tests were performed on both datasets. After worker segment preference was taken into account, the findings of hypothesis testing showed that all of the independent variables had significant effects on any of the WLB parameters, supporting the mixed hypothesis.

Felstead & Henseke, (2017) examined the presumption that an increasing quantity of labor is being done remotely and that doing so benefits both companies and workers. The labor market statistics reveal that factors like the shift to a knowledge economy, flexible work arrangements, and organizational responses to workforce demographics only account for 1/3 of the rise in remote employment. This suggests a growing trend towards separating labor from place. While remote work offers job fulfillment, teamwork, and well-being, it also leads to increased job intensity and difficulty in switching off.

## **2.2 Theoretical Frameworks and Models**

Theoretical frameworks and models provide essential insights into understanding WLB, offering structured perspectives on how individuals manage their professional and personal commitments. Role theory and spillover theory examine the dynamic interplay between work and life roles, influencing WLB. Boundary theory focuses on managing personal and professional boundaries, while reciprocal effects of work and personal life stress on work-family conflict are explored. Understanding these perspectives helps develop strategies to enhance WLB, particularly for women in demanding service sectors. Figure 2.2 shows the various theories of WLB.





**Figure 2.2:** Various theories of WLB (Source: Author’s work)

### 2.2.1 Theoretical Perspectives on Work-Life Balance

Theoretical perspectives on WLB offer foundational insights into how individuals navigate the demands of their personal lives and professional. Role theory suggests that people juggle multiple roles and the conflicts arising from them can impact their WLB. Boundary theory investigates the way individuals maintain boundaries between their personal and professional lives to reduce conflict. The idea of spillover theory looks at how stresses and experiences in one area might have an impact on another, changing the overall equilibrium. The notion of job-family conflict relates to the conflicts that arise among the duties of job and family life, whereas the concept of job-family enrichment emphasizes the way fulfilling one of the roles may improve another. These perspectives help in understanding the complexities of WLB and guiding effective interventions. The existing model paper related to the theoretical perspectives on WLB is given below:

Bahrami *et al.*, (2022) explored using mentorship as a means of developing a WLB of women. This was accomplished by conducting semi-structured interviews with Tehran Municipal mentors and mentees and then analyzing the data that was gathered. A model of how mentorship influences women's WLB was presented by the findings. The main prerequisite for WLB among women, based on this paradigm, is role management. The role-managing antecedent and contextual elements that influence them are explained by this paradigm, the organizational mentorship restrictions, and the results associated with effective mentoring

Shabir & Gani, (2020) examined the connection between organizational commitment (OC) and WLB among female healthcare employees. There were 580 participants, and the data was gathered using an organized questionnaire. While further study revealed an adverse connection between WLB and ongoing devotion but a beneficial connection with emotive and norm dedication, the investigation's findings suggested a favorable relationship between WLB and OC. Additionally, their study emphasized the factors that contribute to WLB and its possible outcomes, stressing the need for company guidelines in controlling the WLB and encouraging WLB among employees.

Adisa *et al.*, (2021) investigated, via role theory, if the COVID-19 epidemic affected women's WLB under lockdown. It features 26 professional women in semi-structured interviews. The findings show that the lockdown has increased women's domestic workload, causing role conflict. Remote working has intensified role congestion and differentiation challenges. Rediscovered family values and a decrease in juvenile criminality are some benefits of the lockdown. Overall research results showed how women's WLB and job distinctiveness have been undermined by juggling work and home obligations in the pandemic, which has improved the awareness of the effects of working from home on female employees.

Adisa *et al.*, (2022) studied the experiences of academics who worked at home under the extraordinary conditions that brought the first lockdown and measures to distance themselves from society. Research shows that working from home, often referred to as a flexible work structure, can decrease flexibility, particularly when childcare and social events are eliminated. This is due to heavier workloads, increased corporate surveillance, social disengaging, and blurred professional and private borders. Low flexibility-willing individuals, who used to keep their homes and jobs separate, are particularly affected. To address this, staff use time-based tactics to create "micro-borders" and controlled integration.

Krishna & Lakshmypriya, (2016) discussed the increasing concern about achieving a good WLB, especially for females trying to balance obligations to their families and careers. It mentioned that some individuals turn to entrepreneurship as a way to have more flexibility, but it also highlighted that entrepreneurship does not guarantee a perfect WLB. Furthermore, it investigated the concepts of segmentation, work-life integration, and potential effects of family and work as well as work and family spillover on the WLB of female entrepreneurs.

Bragger *et al.*, (2021) investigated if a person's propensity to control job/life results is predicted by the significance of their employment and family. A total of 386 respondents discussed how their job and family obligations gave them a feeling of purpose. Analyses looked at how work-family conflict, balance, and enrichment are affected by people's assessments of the significance of their jobs and relatives, and also how similar these assessments are to their partners'. The findings indicated that while intra-personal congruence in home and job predicted greater work enriching of family along with fewer strain-based conflict between work and family life, meaningfulness of work impacts all workplace-family results. In addition to predicting less stress and behaviour-based conflict between work and family life, congruence among partners' job purpose also predicted less work-family balance (WFB).

### **2.2.2 Models of Work-Life Balance**

Models of WLB provide structured approaches to understanding and managing the interplay between personal life and work. The Work-Family Border Theory is concerned with how people handle job expectations by drawing and preserving borders between their professional lives and personal. The Segmentation, Integration, and Assimilation Models explore different strategies individuals use to separate or blend work and personal roles. The Job Demands-Resources (JD-R) Model focuses on the relationship between worker happiness and WLB and work requirements and resources. These models offer valuable frameworks for analysing how various factors impact WLB and help in designing effective strategies for improving balance in diverse contexts. The existing model paper related to the models of WLB is given below:

Khan *et al.*, (2022) examined that working women in the banking industry are affected personally by WLB. Data was collected from 266 female bank workers using a standard questionnaire. Professional women's personal lives were typically improved by having a strong WLB, according to the ANOVA results. The personal lives of women were adversely affected by longer hours at work (PLWH), while they were positively impacted by income packages (SP) and marital status (MS). Based on their findings, banking businesses that offer work-life guidelines and procedures that are beneficial to employees have added benefits. A strong WLB in the banking industry will boost the dedication and productivity of female employees.

Bharathi & Bhattacharya, (2015) used a survey of 186 women in India's IT sector to identify professional and personal obstacles to WLB among working women. The biggest obstacles were extended work hours, long travel, and additional tasks. The lack of caregiving for elderly parents and oneself was a significant source of shame in personal life. Social media helps women decompress, and most women are interested in a flexible schedule and a pleasant work atmosphere. Support from family, friends, and a supportive partner is also crucial.

Ajonbadi *et al.*, (2023) provided a qualitative examination of the WLB opinions of doctors. The research they conducted specifically looked into the coping mechanisms used by doctors to maintain equilibrium in both their personal lives and professional. Additionally, their study investigated the boundary layout and administration, the engagement of border crossers, and relationships among those who cross borders and others at home and at work that impact Algerian professionals' WLB. Their study influenced the work-life border theory.

Leung & Zhang, (2017) exploited the work/family border theory to examine which people's use of ICT (information and communication technology) within their homes shapes the permeability and flexibility of work/family borders, and this in turn affects their perceived work-family conflict, technostress, and degree of teleworking. 509 staff members who were not self-employed form a random sample from which data was collected. According to the findings, people's perceptions of the boundaries between their jobs and their families became more flexible and porous the more ICT they used for work at home. Remarkably, the factors that enhanced the likelihood of conflicts between work and family were limited flexibility and high permeability rather than ICT use at home.

Riforgiate & Kramer, (2021) discussed challenges faced by workers in nonprofit organizations, where balancing the needs of one's personal and professional lives may be challenging due to enthusiasm and dedication to the job. This balance is important for individual and organizational sustainability, influencing retention and commitment. The early stages of employment are crucial for studying how new employees assimilate into the organization's culture and norms.

Ko, (2024) investigated the association between workers' subjective well-being (SWB) and family-friendly policies (FFPs) through their feeling of WLB and commitment to the organization. By partial least squares path modeling (PLS-PM) and a survey of 946 government workers, this study finds that FFPs have a both direct and indirect connection

with SWB through their impact on WLB and dedication to the organization. The results suggest that FFPs as job assets can lead to improved staff satisfaction and enhanced company performance through beneficial spillover effects.

### **2.2.3 Feminist Theories and Work-Life Balance**

Feminist theories provide a critical lens for examining WLB, focusing on how gender roles and inequalities impact women's experiences in managing professional and personal commitments. Intersectionality highlights how overlapping identities, such as race, class, and gender, create unique challenges for women, influencing their WLB. Feminist critiques of traditional WLB models emphasize that they often overlook women's specific needs and constraints, advocating for approaches that address gender biases in workplace policies and societal expectations (Toffoletti & Starr, 2016). Feminist approaches promote equitable WLB strategies that consider diverse women's perspectives, advocating for policies that support gender equality, flexibility, and empowerment in both the workplace and home environments. The existing model paper related to the feminist Theories and WLB is given below:

Thrasher *et al.*, (2022) analyzed that the interaction of gender and age in the WLB of managers receives little attention in both scholarly and popular media. The statement emphasized the distinct requirements and anticipations of leadership positions and the possible consequences of gender-based changes in life paths. To close this gap, their study looks at the non-linear impacts of age and gender on managers' WLB.

Ryan & Briggs, (2019) discussed the need to consider multiple identities, such as race, gender, and sexual orientation when examining work-life conflict and balance. It highlighted the problems that arise from focusing on a single identity, such as unmet needs and unresolved conflicts. The benefits and difficulties of using a multiple-identity strategy are examined, along with the tensions involved in implementing intersectional perspectives in practice and policy. Their study concluded by emphasizing the importance of considering identity and power in work-family research for promoting inclusion in the workplace, while also acknowledging potential challenges such as stereotyping and ambiguity.

Bulut *et al.*, (2024) discussed a qualitative study that aimed to understand women's experiences combining life and their jobs, including the tactics they employ and the difficulties they encounter. The goal is to provide information for policies and procedures that promote WLB and gendered fairness. Their study employs a grounded theory approach to address the

complexities that women encounter in balancing professional aspirations and personal responsibilities.

Kakkar & Bhandari, (2016) utilized a sample of 140 junior to middle-level managers from the Indian service industry (76 men and 64 women) to examine the gender component of WLB. This study uses a mixed-methods approach, using information from interviews as well as quantitative and qualitative data. SPSS has been used for data analysis, enabling chi-square and cross-tabulation tests. According to the research, a sizable majority of female managers (67.7%) believe they can successfully manage their personal and professional lives, whereas male managers elicit varying opinions.

### **2.3 Work-Life Balance of Women Employees**

The WLB of women employees is a critical issue, especially as they often navigate multiple roles in professional and personal domains. Women face unique challenges, such as societal expectations to excel in caregiving while pursuing career ambitions, leading to potential stress and burnout. This balancing act is particularly challenging in service sectors, where demands are high and flexibility may be limited. WLB is crucial for women's well-being, career satisfaction, and overall quality of life. Organizations can support WLB by implementing policies that promote flexibility, equality, and support systems, enabling women to manage their dual responsibilities effectively and thrive at work and at home.

#### **2.3.1 Gender-Specific Challenges in Achieving Work-Life Balance**

Women face gender-specific challenges in achieving WLB due to societal norms, cultural expectations, and organizational biases. Traditionally, women are expected to handle domestic responsibilities alongside their professional roles, often leading to a “double burden.” This can increase stress, as women strive to meet career and family obligations. Additionally, women may encounter workplace biases that limit their career advancement, further complicating WLB. Gender pay gaps and a lack of support systems, such as childcare facilities and flexible work arrangements, exacerbate these challenges. Addressing these gender-specific barriers requires societal change and organizational policies that promote equality and flexibility, enabling women to achieve a more harmonious balance. The existing model paper related to the gender-specific challenges in achieving WLB is given below:

Sachdeva *et al.*, (2022) provided some perspectives on WLB from the viewpoint of women employed in various industries. The study's objective is to present a thorough examination of the obstacles that women encounter in their homes, places of employment, or society at large, along with an examination of how these obstacles have been addressed by the women involved in each industry. The following approach was applied in this investigation. Before sharing their opinions in the current study, five women from the technical school and IT industries, as well as five entrepreneurs, were consulted. According to their research, the biggest obstacles to WLB are mental strain, an excessive workload, and difficulty focusing. In every industry, the three key traits for a WLB for women are found to be being a parent, career-focusedness, and satisfaction (PCS).

Dilmaghani & Tabvuma, (2019) compared WLB satisfaction between genders across different occupations using data from the General Social Survey. According to the research, women who work in management and education typically report worse WLB satisfaction than male colleagues. Amazingly, women in the transport sector experience higher satisfaction than men. The results suggested a need to consider the gendered impact of WLB policies. This study is the first of its kind on a large scale in this policy context.

Lester, (2015) investigated two universities to test the theory that change in organizations is easily implemented and to look at the influence of fractured cultures and personal identity on transformation. The study's two main themes the inconsistency of symbols and regulations and the symbolic significance of rules and children show that campuses must deal with cultural issues, particularly when this comes to symbols and discussions that are deliberately provided to reflect WLB acceptance.

Wu & Chang, (2020) examined the impact of job-family initiatives on the role fulfilment of employees and proposed that work-family facilitation acts as a mediator in this connection. Following that, their investigation widens to include whether gender has an impact on the partnership. The findings show that, via enhancing job-family facilitating, job-family initiatives enhance worker efficiency. Furthermore, how job-family programs enhance role performance differs depending on the gender of the workers; that is, there is a larger connection between job-family applications, job-family facilitating, and role efficiency amongst female employees. The results validate the efficacy of work-family initiatives and underscore the necessity for management to provide universal accessibility to boost workforce productivity.

Lai & Lee, (2023) presented a study model to examine, from the standpoint of the Conserve of Resource theory, the detrimental effects of occupational stigma consciousness. It investigated the link between stigma awareness among female leaders and professional growth and WLB and verified the connections. Data from 400 female leaders was analysed using equation modelling. Results showed a negative relationship between WLB and job success and prejudice, with emotional fatigue acting as a mediating factor. However, self-efficacy negatively moderated the association between female leaders' awareness of stigma and emotional tiredness.

### **2.3.2 Impact of Work-Life Balance on Women's Health and Well-being**

WLB has important ramifications for the health and well-being of women. This affects not only their physical but also their psychological being. Unbalancing professional duties with personal life may result in chronic stress, anxiety, and burnout, which will affect psychological health. On a physical note, long-term stress can manifest in fatigue, sleeplessness, and immunodeficiency. Further, a lack of balance normally translates into a shortage of time for self-care, exercises, and social interaction, hurting general well-being. Positive WLB enhances women's emotional resilience, improving job satisfaction and life quality. Organizations should encourage the establishment of flexible and wellness-oriented environments to the greatest extent possible so that women can attain a healthy WLB and find success both at work and in their personal lives. The present paper model on how WLB influences health status and well-being for women is provided below.

Fuadiputra & Novianti, (2020) emphasized that WLB acted as a mediator between the impact of workload and work autonomy on female employees' satisfaction with their jobs, especially in the banking sector. A quantitative method was used to collect data for this investigation. Utilizing the partial least-squares software, the surveys were given to one hundred female employees in the banking sector. The workload significantly affects WLB, according to the results. Job happiness is directly impacted by and unaffected by work autonomy, workload, and WLB. However, in their study, it was shown that in the case of high workload and less autonomy, proper WLB management is important for the satisfaction of female workers in the banking industry.

Anagha & Kanchan, (2019) discussed about female nurses' balance between their careers and mental wellness. The research was carried out on 163 nurses, utilizing certain instruments to



evaluate their psychological and WLB. The findings show that stress and emotional problems in their personal lives affect how they function at work. WLB significantly positively correlates with psychological well-being, especially in terms of interpersonal relationships, life purpose, and mastery of the environment. Their study also found that work-life behavioral enhancers have a strong association with psychological well-being. It was noted that personal issues have the highest influence on WLB for the nurses. Additionally, their study found no significant differences in these factors across age groups.

Zheng *et al.*, (2015) examined, using data gathered from 700 staff members, the connection between WLB and worker well-being and health. It has been discovered that workers who apply their WLB techniques are more effective in reaching WLB while achieving good health. Although they don't directly affect WLB or wellness, organization efforts to promote WLB help in lowering employee stress. Moderate effects on employee health and well-being are observed for age, working hours, education level, and income. In that respect, they established the significant ways through which individual WLB strategies and organizational provisions for WLB, among other external factors, influence the general health and well-being of employees. Organizational WLB policies and HRM practices in support of employees are affected.

Agosti *et al.*, (2021) provided the general framework for an entire program aimed at increasing health: The purpose of the "Balance in Everyday Life Empower Programme" is to help female workers in human services companies assume accountability for preserving their WLB. The approach of research circles and intervention mappings was used to create a theoretical framework and program structure. The entire approach to health and WLB that a BELE program takes, utilizing occupational therapy and wellness promotion and treating it within a framework of workplace wellness, truly makes it special.

Tugsal, (2020) examined the effects of social support and WLB on employee burnout in the framework of precautions against the coronavirus pandemic and social isolation. The research sample consisted of a total of 422 respondents from the sectors of health, education, IT, public, service, retailing, tourism, commerce, industry, transportation, and logistics. Investigating the connection between burnout, social support, and WLB is the study approach. The results of the research show that social support influences WLB and also functions as a partial mediator between WLB and burnout. According to findings, women's staff burnout is more widespread than among men's employees.

Chakraborty *et al.*, (2020) explored the relationship between WLB and EE in 350 female marketing executives in India's FMCG industry. The research found that workload stress, childcare stress, unfulfilled career aspirations stress, and family dissatisfaction moderate the relationship between WLB and EE. The study suggests that managers, psychologists, and HR practitioners should focus on the women's workforce in marketing, emphasizing the importance of maintaining autonomy and flexibility for women employees to effectively manage stress and WLB.

### **2.3.3 Strategies for Enhancing WLB for Women**

The adoption of strategic measures in WLB tends to the needs and concerns that are unique to women and offers support in ways that help women cope with flexibility that is open to women. Some of these strategic measures include flexibility in various working arrangements, such as working from home and flexibility in timings; stringent organizational policies, such as maternity leaves or child support facilities; and mental health services, which go a long way in providing the necessary support to reduce stress and increase job satisfaction for women. The role of technology plays a very important part, providing digital tools facilitating effective management of tasks and communication, balancing women. Imparting a healthy corporate environment and a workplace culture that believes in practicing diversity and inclusion will further enable women to balance both responsible lives eventually and result in a higher level of being and productivity. The model paper of the above submission is available as below:

Phillips *et al.*, (2016) investigated WLB challenges among rural women physicians. In this small sampling of 25 participants, the researchers, through in-depth interviews, identified several strategies promoting WLB that included reduced or flexible work hours, supportive family and community relationships, and clear boundaries between personal life and work. Their research underscored the importance of supportive employers, relationships, and patient approaches in the successful location of women family physicians in rural communities, and it suggests that educators, employers, communities, and policy people can and should play roles in facilitating their success.

Shouman *et al.*, (2022) examined work-life tactics that leaders, whether male or female, may apply to improve their leadership capacity and achieve a healthy balance between their personal and professional lives. Additionally, the goal of this research is to determine whether WLP might enhance organizational performance by promoting better research and

development as well as creativity. The results indicate that there is no significant correlation between employee well-being and business performance, indicating that contented employees do not invariably perform better or worse.

Subramaniam *et al.*, (2015) included data from primary research carried out in the core business centre with 14 services industry groups. Women filled out surveys of their own about how they felt about the connection between WLB and flexible work schedules. Women with more education and income levels tend to favor flexible schedules, and the MANOVA study indicates that working flexible hours can lead to WLB.

Rahman, (2019) examined the association among female instructors in the nation's higher education system among Flexible Work Arrangements (FWA), Worker satisfaction with work, and WLB. Hypotheses were established and tested based on a variety of research analyses derived from secondary data. Primary data was gathered, and SPSS was used to examine the replies of 203 female instructors. It has been verified by the results that WLB and FWA both significantly and positively impact satisfaction with work. However, after doing the regression analysis, it turns out that the values of one of the FWA's components, the compressed week of work, are less significant.

Oyewobi *et al.*, (2022) explored the role of WLB in influencing organizational dedication among female construction workers. It involved 120 professionals in the building industry and used quantitative research to develop hypotheses. The results showed that WLB moderates the relationship between WLPs and organizational loyalty, suggesting that it increases positive dedication to the organization. The study's value lies in raising awareness among managers and staff about the importance of WLB, which helps employees balance family and employment commitments, ultimately boosting organizational dedication.

Susanto *et al.*, (2022) studied the impact of WLB on employees' performance in SMEs, as well as the moderating influence of supervisory behaviours that assist families and serve as mediators of satisfaction with work. created a theoretically mediated-moderated model to explain the relationship between WLB and job performance. obtained information from SMEs and used SEM-PLS to evaluate the model and investigated hypotheses. Empirical findings show that WLB has a favourable impact on both performance and work satisfaction. Additionally, empirical studies showed that the association between WLB and work efficiency has been influenced by satisfaction with work. Additionally, it was discovered that the

interaction between WLB and work happiness and satisfaction with work and performance at work is moderated by family-supportive supervisor behaviours (FSSB).

Ninaus *et al.*, (2021) explored the impact of Information and Communication Technology (ICT) on workers' perceptions of burnout, WLB, and job satisfaction. The research, conducted before and during the COVID-19 pandemic, found that employees viewed ICTs more as assets than burdens. However, ICT resources had little or no positive influence on WLB and burnout. The study suggests that WLB mitigates the negative effects of ICT demand on burnout, and higher burnout levels can lower job fulfilment.

Lyons & Zhang, (2023) examined utilizing a cross-section of 23,033 small enterprises from 42 different countries, offering one of the first empirical studies on how male and female entrepreneurs employ technological innovations. Demonstrate that there is an equality disparity in the usage of online devices, yet it is not consistent with all tools; female entrepreneurs use digital instruments for relationships with outside parties (like advertising) at the same rate as male businessmen, but they are less likely to use online tools for activities related to internal company leadership (like finance), probably because of differences in digital skills between the sexes. Discover also that female entrepreneurs with greater non-work-related demands, especially those who launch their businesses in nations with little institutional backing for WLB, utilize digital tools more intensely.

## **2.4 Work-Life Balance in the Service Sector**

WLB in the service sector is a pressing concern due to the industry's demanding nature and customer-centric focus. Employees often face irregular hours, high workloads, and pressure to meet client expectations, which can strain their ability to balance professional and personal life. This is particularly challenging for women, who may also manage caregiving responsibilities. The lack of flexible work arrangements and supportive policies exacerbates these challenges. Enhancing WLB in the service sector requires implementing measures such as flexible scheduling, employee support programs, and workload management. Organizations may enhance employee retention, happiness, and general productivity by putting a higher priority on WLB, which will promote a more equitable and sustainable workplace. The existing model paper related to the WLB in the Service Sector is given below:

Bella & Chandran, (2019) examined that information technology (IT) advancements have facilitated ease of life and increased opportunity across many industries. The IT sector attracts

many due to its attractive compensation and financial incentives. However, as demand grows, the sector is cutting back on perks and compensation. Women are becoming a significant part of all sectors and households in the 21st century. To address WLB issues, guidelines on WLB programs like daycare centres, flexible work schedules, and work-from-home opportunities can be implemented. Additionally, the study reveals executives' stress levels in the IT industry.

#### **2.4.1 Characteristics of the Service Sector in Gujarat**

The service sector in Gujarat is a vibrant and essential component of the state's economy, contributing significantly to its GDP and employment. The industry sectors range from hospitality and retail to healthcare, finance, and IT, for which diversity is a central characteristic. With its location and well-built infrastructure in Gujarat and its proactive business policies, the service industry has thrived with both domestic and international investments. Thus, the characteristics of the service industry are high requirements for skilled labor, customer-centric operations, and continuous innovation for consumer demand. Women play a central role in this sector, as they form a major proportion of the workforce within the industry; however, most of them face problems working in this demanding sector and reconciling it with personal life. The model paper already existing on the characteristics of the service sector in Gujarat is reproduced below:

Faldu *et al.*, (2022) looked into factors affecting WLB of male and female banking Professionals working in Gujarat and found that the emotional intelligence of a person, healthy working conditions, and support from colleagues are factors that significantly contribute to WLB. It further found that spouse support is a major factor for male employees, while in the case of female employees, the significance is for supervisor support. A study by them suggested that such outcomes may provide direction to policy and assist management in recognizing the issues critical to employees' ability to accommodate their work with personal life demands.

Udaykumar, (2023) discussed the importance of WLB for employees in the banking sector in India. The study focuses on WLB and its relationship with job satisfaction. It surveyed 606 bank employees in Gujarat, finding that medical insurance and leave for bereavement were the most desired facilities, while flexible hours and job sharing were the least requested. The study also highlights the importance of work environment, social engagement, and spouse

support in influencing WLB and job satisfaction. The recommendations aim to assist the banking sector in designing better work and personal life management policies.

Modi, (2015) stated the significance of the service industry to the Gujarati economy in India and emphasized the possibilities for women to work in this field. It highlighted that the service sector depends on the employees providing the service and aims to specifically study the potential of women employees who may have additional commitments outside of work. The study intends to collect data on human resource practices and the quality of WLB for women in the service sector to conclude their potential within the industry.

Udaykumar *et al.*, (2022) examined the factors influencing WLB for male and female banking professionals in Gujarat. It concludes that major contributors to WLB include emotional intelligence, a good work environment, and peer support. Their study also highlighted the differences in influencing factors between male and female employees, with spouse support being crucial for males and supervisor support for females. The findings can inform policy-making and help management understand the factors affecting employees' ability to balance work and personal life.

Pandya & Manavadariya, (2022) analysed job satisfaction among IT and librarians at Gujarat's private universities using a descriptive survey design. The results showed that Gujarati private sector LIS workers experienced high levels of stress and workload. Most professionals rated their place of employment as either mediocre or bad. The findings can help Gujarat's private educational institutions differentiate their procedures and improve the work satisfaction of LIS experts. It intends to determine HRM practices, stress levels, perceptions, and job switching rates.

Venkataraman & Venkataraman, (2021) represented in this qualitative research on the reactions of Vadodara's working women during a lockdown that takes place between both April and May of 2020. It examined the experiences of Indian women during the lockdown, highlighting their struggles with traditional gender roles and Western influences. It highlights the lack of recognition of their multifaceted roles, leading to feelings of undervaluation. The women experienced loneliness, emotional turmoil, increased work and childcare pressures, and the fear of COVID-19 infection in their locality.

## 2.4.2 Work-Life Balance Challenges in Service Industries

WLB challenges in the service industries are more acute due to the inherent nature of the sector. Working hours may not be regular; there may be night shifts and weekend duties, all of which make it very hard to maintain a constant personal life. High-pressure environments, focused on customer satisfaction and client interactions, can drive one easily to stress and burnout—especially for women combining professional responsibilities with domestic roles. Besides, there is hardly any personal time due to the continuously demanding nature of flexibility and adaptability in these jobs, which exaggerates further the difficulty of WLB. Organizations may support these challenges through flexible work arrangements, responsive policies, and facilities for mental health in an attempt to maintain a balanced and healthy work environment. Below is the model paper available for the challenges in WLB related to service industries:

Shah & Khasgiwala, (2024) discussed problems of working women in attaining WLB and pressing issues of work-family conflict and work pressure. It has explored the factors that contribute to WLB, such as multitasking, family conflicts, and societal expectations. They have also emphasized negative outcomes of work pressure and work-family conflict, including increased stress and less job satisfaction. It also talked about the benefits and disadvantages of work-family conflict and how organizations should provide an enabling environment for women to ensure their personal and professional growth. The conclusion stresses that there was a need to recognize the diverse needs of working women and institute policies to address such needs to make the work environment fairer and more successful.

Hariramani, (2018) explored the challenges faced by working women in Ahmedabad City. It discusses how women have entered the workforce to meet the increasing materialistic desires of their families and the difficulties they encounter in balancing work and family life. Their study revealed that working women feel they have to work harder to receive the same benefits as male employees, often perform tasks unrelated to their job skills, encounter technical problems at work, and struggle to maintain coordination with colleagues.

Kulkarni, (2018) studied that worker accomplishment motivation in the service industry is affected by aspects connected to the job. 574 workers in the telecom, hotel, and IT industries from places like Ahmedabad, Vadodara, Rajkot, and Surat participated in the survey. The findings suggest that factors such as recognition, interesting work, and leaves had a significant

impact on employees above 50 years of age, while those with over 10 years of experience placed importance on job factors and accepting responsibility. Additionally, workers in the hospitality sector received better scores on the examined metrics. The study shows that economic and socioeconomic factors affect the related work factors that influence motivation to succeed differently.

Singh *et al.*, (2022) Reported to be one of the most important sources of a nation's domestic, foreign, and national resources is the sector of higher education. Scholars' job satisfaction and caliber of output are considered to be significantly influenced by WLB. It was difficult for academics to maintain a good sense of equilibrium in their personal and professional lives while providing high-quality education during the coronavirus epidemic because of the numerous challenges the Indian educational system faced. This study examined the relationships between WLB and a range of attributes, including title, work from home, and social duties, among professionals who instruct students in higher education. This research included 136 educators who were randomly selected from a wide range of organizations and positions.

Agrawal, (2023) based on a primary survey of women domestic workers in the city of Vadodara. The study found that younger women are less inclined to take up domestic work. Due to the lack of alternatives women from lower socio-economic backgrounds having low levels of education/illiteracy are forced to work as domestic labourers. It is necessary to consider domestic work within the broader framework of patriarchy and women's oppression.

### **2.4.3 Case Studies from Major Cities in Gujarat**

Case studies from the major cities of Gujarat—informed by Surat, Vadodara, Rajkot, and Ahmedabad throw some useful light on WLB practices in the service sector. Ahmedabad, being an IT and education hub, explained the adoption of flexible work policies that impacted the satisfaction of employees. Surat explained the irregularity of hours in industries like textiles and diamonds and family commitments. Vadodara's health sector exemplifies the importance of supportive work environments in reducing burnout. Rajkot's retail industry has demonstrated innovative practices that facilitate better WLB, such as job sharing or flexible shifts. These case studies illustrate diverse strategies and challenges, highlighting the need for specialized solutions to assist female employees in striking a better balance between their



work and personal lives. The existing model paper related to the case studies from major cities in Gujarat is given below:

Shah & Khasgiwala, (2024) discussed the problems and strategies for attaining the WLB of working women of Ahmedabad. It discussed disparities in balancing professional and personal commitments like long working hours, household responsibilities, and societal expectations. The present study aimed at highlighting the scenario of Ahmedabad's working women related to WLB and showing the influence it may have on the well-being of women. It also pointed out that comprehension of such challenges is very important to provide greater support to working women. In their study, a descriptive research design was used, with a self-designed questionnaire for the collection of data to analyze the correlation that exists between WLB practices and well-being. The findings of the research have underlined the need for strategies and programs to be developed both at the employer's and working women's levels to achieve a healthy WLB.

Deshpande *et al.*, (2012) aimed to determine the factors impacting WLB and the interplay between job and family life. The study investigates the relationship between stress and WLB among employees of Gujarati banks, specifically in Ahmedabad and Gandhinagar. An internet-based questionnaire was used to gather data from employees of selected banks in both public and commercial sectors. The study found that different factors had different effects on bank workers in both public and private sectors. The selected banks included ICICI Bank, HDFC Bank, Axis Bank, Punjab National Bank, Karur Vysya Bank, City Union Bank, Bank of India, Bank of Maharashtra, State Bank of India, and Corporation Bank of India.

Patel & Patel, (2022) showed there are more work prospects, which has contributed to a rise in skilled workers in Vadodara as well. The wealth gap between men and women has significantly increased due to the rise in women's status since the 20th century. Women are expected to overtake men in professional and personal life with a respectable WLB. Due to the financial demands of raising a family and maintaining a healthy lifestyle, women are sharing tasks equally with men at work and home. WLB has gained interest as more women join employers, as they must manage their lives at home and work.

Kaur & Prajapati, (2023) studied that globalization, technology, and the speed at which data is shared all contribute to data overload, which strains the workplace and WLB. Spiritual intelligence is a collection of qualities that is not exactly quantitative. It is also known as "soft

skills," "interpersonal or intrapersonal skills," or "skills." Knowledge in traditional domains is covered. Being emotionally intelligent is not only helpful in lowering levels of stress but is also vital to enhanced achievement in every aspect of one's life. The effect of psychological ability on WLB is examined in this research. The employees of Ahmedabad-specific IT companies provided the data in this study using an interview approach. Data were subjected to an ANOVA statistical analysis.

Pal *et al.*, (2020) examined the relationship with the WLB and the work environment of Gujarat's millennial men working in the private sector. The millennials they studied were full-time professionals, married, and had a spouse. The workplace's support for the plan has culminated in a greater need for ideas like WLB. The study employed the "Strategic Randomized Sample" approach to gather data.

Vekariya & Pathak, (2024) attempted to find out various factors that lead to satisfaction or otherwise of employees, thus suggesting ways for businessmen to frame strategies to increase satisfaction of employees in Surat. Their study was conducted on 75 employees of the company comprising of different ages, experiences, cadre, educational qualifications, and gender. Various statistical tools such as chi-square, Mann Whitney, mean ranks, skewness, Kurtosis, etc have been applied to arrive at results. The data reveals significant gender imbalance, a youthful workforce profile with challenges in long-term retention, a focused educational background for IT roles, and overall positive sentiments towards workplace aspects like safety, rewards, and welfare facilities

Mehta, (2015) worked with the WLB of the workers at many Surat area organizations to examine the connection between WLB & worker productivity. The importance of work as well as life cannot be overstated, hence workers have to prioritize both while making the necessary preparations to keep a good balance. There are many reasons for this disparity, including the worldwide economy, longer workdays, international business, etc.

Parveen *et al.*, (2021) concentrated on the WLB of female healthcare workers in India's Vadodara area. The study collected data from 335 respondents in seven private hospitals using a structured questionnaire. The results showed that marital status had a significant impact on WLB, while family size did not. Their study emphasized the need for employers to address WLB to ensure the satisfaction and well-being of female healthcare professionals.

## **2.5 Policies and Practices for Work-Life Balance**

Workplace cultures that are supportive and allow employees—especially women—to successfully balance their personal and professional obligations must be established through WLB policies and practices. Organizations offer flexible work arrangements, such as telecommuting, part-time jobs, and flexi-hours, to accommodate the different needs of employees. Government policies also play a very important role in terms of maternity and paternity leaves, child care support, labor rights that protect the well-being of employees, promotion of employee assistance programs, and mental health resources aimed at enhancing WLB. These best practices shall be the creation of an inclusive culture, provision for exercising leadership opportunities, and alignment of organizational goals with the aspirations of the employees to enhance productivity and satisfaction within the workforce.

### **2.5.1 Government Policies and Regulations**

Government policies and regulations also have a very important role in designing WLB for employees, more so in addressing women's challenges at work. For instance, in India, laws such as the Maternity Benefit Act provided for paid leave as a mandate, allowing women to manage childbirth and the host of caregiving responsibilities associated with infant care without compromising job security. The Factories Act mandates work-hour limits and rest intervals, promoting a healthy balance. Childcare support policies, including creche facilities in workplaces, help women manage parenting alongside careers. Government initiatives like the National Policy for Women aim to create a supportive work environment by encouraging gender equality, flexible work arrangements, and labor rights protection, ultimately enhancing overall WLB. The existing model paper related to the government policies and regulations is given below:

Chierigato, (2020) discussed the novel elements included in WLB for Families and Carers, which was approved in June 2019, and gave a history of the legal framework's development. It examined the new Directive the growing diversity of families and the rise of unusual jobs, taking on the observations from critical research that has opposed the focus on job-family differences encountered by professionals at the cost of employees in less occupational categories. Even if there has been some improvement in the recognition of "non-standard" families, many unusual employees aren't covered by the Directives or might not be eligible for WLB measures, which would be damaging equality.

Hofmann *et al.*, (2017) investigated these relationships in the hotel business using a 3-phase empirical examination. According to the initial study's findings, workers' WLB, which in turn influences their affective dedication, has been adversely affected by positive feelings and emotions of dissonance. Results from the second research support the idea that emotional labor influences participants' views of WLB. However, the sole element influencing work pleasure is emotional dissonance. WLB and job satisfaction further enhance teamwork. Partially supporting these conclusions are the results of the completed investigation. WLB and job satisfaction are two factors that affect employee devotion, and psychological strain harms both.

Yerkes *et al.*, (2024) compared that COVID-19 pandemic has significantly impacted men and women, particularly in terms of work location, childcare responsibilities, and perceived WLB. A study from April 2020 to April 2022 found that males were less likely to work on-site during the initial lockdown and started each lockdown at home. Fathers took on a greater portion of childcare responsibilities, while women's WLB was generally not lower than men's. The findings suggest long-term effects on gender disparity, particularly in childcare and job advancement.

Riyono & Rezki, (2022) examined the relationship between the degree of employed mother burnout propensity as well as perceived support from the organization and WLB. It involving 237 working mothers from home assessed WLB, perceived organizational support, and burnout tendencies using questionnaires. Multiple linear regression was used to evaluate the theory. Results showed that both WLB and organizational support predict burnout tendencies, but the perception of organizational support, particularly welfare care, is more effective in reducing burnout. HRM could implement policies addressing staff welfare, pay, and benefits, and fostering a positive work environment to reduce burnout among female employees.

### **2.5.2 Organizational Policies and Initiatives**

The organization, through its policies and initiatives, plays a very important role in laying down WLB at the workplace for service sector women employees. Companies extend various flexible working schedules by offering telecommuting options, compressed workweeks, or even part-time employment to accommodate various personal situations. Employee assistance programs offer mental health support and stress management resources, promoting well-being. Organizations also provide maternity and parental leave policies that support family

commitments without career penalties. Additionally, childcare facilities and subsidies enable women to balance parenting with work responsibilities. By prioritizing inclusive practices and cultivating a supportive work culture, organizations can enhance employee satisfaction, productivity, and retention, creating an environment where work-life harmony is attainable. The existing model paper related to the organizational policies and initiatives is given below:

Diddi & Gujri, (2014) investigated the Business Process Outsourcing (BPO) sector in India has grown rapidly in the past several years, according to research. It has emerged as the only most well-liked sector that provides graduate-level access to the corporate world for students with both professional and nonprofessional educational backgrounds. The BPO sector employs a very youthful workforce, with women making up the majority of the workforce. But even while this well-paid field presents a profitable career path, job unhappiness among workers—especially women, who must put in more effort than their male colleagues to create WLB—is also on the rise.

Soral *et al.*, (2024) investigated the relationship between female faculty members working at women's colleges and their educational orientation, proactive behavior, and WLB. It evaluates these areas and provides insight into the private and professional lives of women in academia by using the QWL scale. A Google Forms survey was used to collect data from 97 female faculty members, and statistical analyses were used to compare the variations among married and single women. The studies they conducted sought to comprehend the dynamics that women face in the realm of academia.

Shagvaliyeva & Yazdanifard, (2014) discussed the increasing importance of flexible working hours in modern workplaces, emphasizing the advantages for companies and workers alike. Increased profitability, increased production, and the advancement of WLB are some of these advantages. The latter results in a decrease in stress and an increase in worker well-being. Their research looked at the connection between WLB and scheduling flexibility.

Chauhan *et al.*, (2022) highlighted the difficulties faced by women as a result of institutional and family constraints. The purpose of this research study is to investigate the possible impacts on women's perceived career success (PCS) in the Indian IT industry of perceived organizational support (POS), family responsibilities, and mentoring deficits. Data were collected in this regard using a standard survey, and a total of 292 respondents were looked through. The impact of these obstacles on women's perceived professional success was

examined using the SEM approach. According to their findings, every independent variable has a major impact on how successful women perceive their careers. This is concerning and should serve as an alert for female executives whom want to seamlessly progress in their careers.

## **2.6 Technological Influence on Work-Life Balance**

The influence of technological growth on WLB has been very high in terms of challenges and opportunities. Digital tools and remote work technologies bring flexibility by allowing employees to work from anywhere and handle their schedules better, hence enhancing WLB. Platforms like Zoom, Slack, and project management software make communication and collaboration seamless, with little requirement for a physical presence. What this does is that, technology, leads to blurred lines between work and personal life, spilling over into overwork and burnout. It becomes very necessary to manage digital boundaries so work doesn't spill over into one's time. Balancing the benefits associated with technologies against responsible usage—all there is to WLB—is what will come out with a better, healthier, more productive work atmosphere.

### **2.6.1 Digital Tools and Remote Work**

Digital tools along with the reality of remote work have revolutionized WLB within organizational life, bringing much-expected flexibility and control into modern employee schedules. Video conferencing tools such as Zoom and Microsoft Teams can facilitate virtual meetings, eliminating the hassle of traveling to work daily and allowing employees to work from any location. Project management tools turn the organization of tasks into a game with partners like Asana and Trello, increasing the productivity of worker collaboration in the least stressful manner possible. Indeed, remote work allows more balance regarding professional responsibility and personal time. Moreover, too much flexibility might mean the blurring of boundaries between work and personal life is ever further away. The objective to reach the best possible WLB is setting clear digital boundaries while working remotely and ensuring that one uses such tools wisely to have better job satisfaction and well-being. The existing model paper related to the digital tools and remote work is given below:

Haridasan *et al.*, (2021) determined the many elements influencing female WLB during the COVID-19 pandemic lockdown. This study uses a survey of 128 working women from various industries in the south of India to identify both personal and professional difficulties

and enhancers for WLB among working women. The results of the regression analysis indicate that the primary factors influencing women workers' work-from-home behavior are their own health and job performance. This study will help all industries that employ women realign their work allocation, benefit plans, and regulations. It will also help organizations adjust jobs to create a remote work environment that is more employee-friendly, which will increase worker efficiency and effectiveness.

Singh & Jena, (2020) highlighted that the epidemic has affected workers' WLB and made working from home a new standard. It highlighted the difficulties encountered by female professionals who work from their homes and must balance obligations with their families. The shift to remote working has shattered traditional workplace structures and organizations are now focusing on digital workspaces. Their study emphasized the importance of maintaining WLB and the need for organizations to consider the welfare of employees. It also raised concerns about the actual increase in efficiency and productivity with remote working. The data collected from secondary sources provides insights into the implications of remote working on the WLB of women employees in India.

Birtalan, (2021) analyzed the historical and geographical features associated with flexible work practices among IT workers to identify the critical elements that enhance WLB and general well-being. The qualitative study used grounded theory to produce new theoretical frameworks that link flexible labor procedures and WLB. It is predicated on deeply personal conversations with ICT professionals. Their research showed that while customized and flexible schedules help people balance their personal and professional lives, they also have a positive impact on the rise of skilled workers who have more control over their intellectual property and more freedom to make their own decisions.

Nam, (2014) investigated the effects of mobile and Internet usage on WLB. Due to its results, The types of variables and results of WLB are impacted by the usage of mobile and internet-based technologies. Technology use has an impact on how adaptable and permeable a person feels when it comes to finding a balance in their professional and personal lives. A person's kind of WLB is determined by how they utilize technology. Technology use has an impact on a person's lifestyle as a result of work-life integration.

Duan & Deng, (2022) investigated the relationship that links an individual's inherent requirements and how they perform in digitally transformed work environments and how

WLB regulates it. A conceptual structure based on the requirement theory and boundary theory is suggested after a survey of the relevant literature. The structural equation modeling of the survey data is used to test such a framework. The study indicates that WLB and the drive for achievement have a major direct impact on job efficiency. It shows that, via complete WLB mediation, the urge for autonomy has an indirect effect on work performance. As a result, the knowledge of the link between these factors in digital work will be expanded.

Mahajan & Guleria, (2023) discussed the concept of "tech-life balance" in today's digital society, where technology has become both a boon and a curse. Given the growing influence of technology in our lives, it begs the issue of whether people should prioritize balancing their job and personal lives or their tech and personal lives. Their investigation examined the harmony between the realms of work and life, taking into account the influence of technology and elements that lead to imbalance. Data was collected through telephonic interviews with 80 respondents from the private power sector.

### **2.6.2 Social Media and Work-Life Boundaries**

Social media significantly impacts work-life boundaries, often complicating the separation between personal life and professional. While platforms like LinkedIn, Twitter, and Facebook can enhance networking and professional visibility, their constant connectivity can lead to overlap and intrusion into personal time. The pressure to remain responsive and engaged online can blur work-life boundaries, causing stress and reducing time for relaxation. Conversely, social media can also serve as a valuable tool for staying connected with colleagues and building support networks. To maintain a healthy WLB, it is crucial to set clear boundaries and manage social media use, ensuring it supports rather than hinders well-being. The existing model paper related to the social media and work-life boundaries is given below:

Archer-Brown *et al.*, (2018) highlighted the way social technology that is used inside as well as outside of businesses may help with interaction and collaboration. Social media platforms, which are utilized to expand employment interactions beyond personal and professional borders in a hybrid capacity, are increasingly seen as representations of these social technologies. As those barriers fell, possibilities and dangers presented themselves. We assess the relationships between connections between coworkers at various organizational levels and employees' strategies and well-being using managing boundaries as a theoretical framework.



also looked at connections between social media use, age, and the inclination to use cluster analysis to group personnel and self-monitor.

Sharma & Sudhesh, (2018) discussed the relationship between social media usage and WLB among corporate employees. It highlighted the struggle employees face in managing responsibilities within and outside of work, and how technology has blurred the boundaries between work and personal life. Their study found a negative correlation between internet addiction and WLB, with no gender difference in online usage's impact on WLB. Their study suggested that increased time spent online leads to greater interference in work and personal life. The implications include the need for corporate companies to find effective ways for employees to maintain WLB in the digital age.

Yildirim & Darican, (2024) examined the link between WLB, job engagement, as well as perceived social support in the banking industry. In addition to highlighting the value of devoted workers, it highlights how these individuals help the business achieve its objectives. The focus is on how organizations aim to enhance service or product quality through high-performing employees and the positive behaviors exhibited by individuals committed to their jobs.

Kuralova *et al.*, (2024) examined that Twitter users' opinions on WLB subjects changed both before and after the COVID-19 epidemic. It discusses how the pandemic and the Fourth Industrial Revolution are affecting labor market patterns, especially in HRM. Twitter has become a significant platform for discussing WLB, and the study analyzes 1,768,628 tweets from 499,574 users. It revealed the change in subjects covered in communications from managing time and productivity before the epidemic to hiring and staff development following it. Their study also noted changes in sentiment, with a focus on proposing a redefined concept and an integrated model for WLB based on Twitter discussions.

Fleck *et al.*, (2015) presented the findings of a survey research looking at technological usage and WLB border behaviors. It was discovered that people utilize a variety of techniques to draw boundaries between their professional and private lives. The degree to which they engage in this correlates to their border behavioral style. These results are especially pertinent in light of the growing popularity of Bring Your Own Device (BYOD) rules.

Shukla *et al.*, (2020) conducted a study in the Gujarati city of Vadodara to investigate and assess the real-world interactions of a subset of internet users using a conceptual model that

was created based on a few variables, including socializing, technical elements, and problems and difficulties they encountered. Their study shed light on people's intentions to keep using social media and disseminate encouraging word-of-mouth ideas for improving social media use. Additionally, it highlighted important socioeconomic factors that have significant commercial ramifications for marketers.

## **2.7 Work-Life Balance: Sectoral Perspectives**

WLB varies much across sectors, which are far from similar given their challenges and requirements. In health, WLB faces extremely long hours and emergency demands, which are hard to realize without getting burned out. Education professionals have to manage a balance between teaching, and other administrative duties with time left over for their personal life. IT—a dynamic work sector—most often involves extended working hours, though this sector is more flexible due to remote work arrangements. Specific to the hospitality and retail sectors, irregular shifts and customer-centeredness have an added dimension of WLB challenges. Hence, such sector-specific problems would call for relevant strategies on flexible scheduling, facilitative policies, and mental health resources in striving for a better balance between work and personal life.

### **2.7.1 Work-Life Balance in Healthcare**

WLB in the health sector is particularly so because it is an intrinsically demanding sector. Long, irregular hours of work with night duties and emergency on-calls characterize the work of most healthcare professionals at different levels, namely, doctors, nurses, and support staff, leaving very little time for personal life. The level of stress driven by responsibility for patient care may reach quite high levels, which often then leads to burnout and affects physical and mental well-being. Additional challenges, maintaining caregiving roles at home, are coupled with demanding careers in these women in healthcare. Flexibility in scheduling, mental health support, and other policies enhancing work-life integration becomes crucial for healthcare organizations to ensure that their workers maintain well-being while delivering critical care. The related model paper on WLB in healthcare is presented below:

Sinha *et al.*, (2020) assessed the levels of perceived stress and various related factors among medical practitioners in Gandhinagar City, Gujarat. The majority of practitioners reported moderate stress levels, with some experiencing severe stress. Factors such as gender, specialty, practice setting, and experience significantly impacted stress levels. Work-related stressors,

financial problems, and excessive workload were also linked to higher stress levels. Despite high-stress levels, most practitioners did not identify stress as a problem, highlighting the need for intervention and stress management measures in city medical practitioners.

ALobaid *et al.*, (2020) examined the difficulties encountered by women working in healthcare. The research revealed three primary themes: stereotypes, the work environment, and family obligations. The results verify that women in the healthcare industry confront obstacles linked to the workplace setting and assumptions, as well as issues that may have an impact on their personal lives. To empower women in the healthcare industry and advance gender equality, they recommended instituting decreased work hours, flexible scheduling, and part-time work.

Turan *et al.*, (2023) examined a study that looked into the burnout and job-family balance of female healthcare workers during the COVID-19 epidemic. The Maslach Inventory of Burnout and the Job-family Life Balance Scale were used to gather data from the 305 individuals who completed the online questionnaire. Their study aimed to understand how the pandemic has impacted the work and personal lives of female healthcare professionals.

Desai *et al.*, (2017) centered on a health insurance scheme in Gujarat, India, and aimed to evaluate the impact of a community health worker-led education intervention on insurance claims, hospitalizations, and morbidity for diarrhea, fever, and hysterectomy among low-socioeconomic-level women. This intervention had no significant effect on insurance claims, hospitalization rates, or morbidity. Their research revealed that working on social determinants was among the key suggestions for future interventions, like access to water and sanitation infrastructure and gynecological care.

### **2.7.2 Work-Life Balance in Education**

WLB in education is uniquely challenging because educators usually bear triple roles: instructor, administrator, and extracurricular obligations. Lesson planning, grading, and supporting students often spill over to after-school hours, which could leave very minimal time for personal life. Added to this might be the pressure to participate in continuous professional development, thus straining WLB. Particularly for women educators, balancing the foregoing against family responsibilities might be very challenging. It can foster WLB in education if the institutions facilitate flexible scheduling, reduce administrative burden, and support educators with systems that help them maintain a professional-personal life balance. The existing model paper related to the WLB in education is given below:

Dangarwala *et al.*, (2016) discussed the importance of talent retention in educational institutes in Gujarat. It emphasized that talent is a scarce and valuable resource that needs to be managed effectively. The definition of talent is given as individuals with potential and skills who can lead transformation and change in an organization. They highlighted the direct value that talented individuals add to the strategic and competitive positioning of a business. It also emphasized the crucial role of human resources in organizational success.

Jadeja, (2015) found to determine the motivating factors that significantly affect the job happiness of workers in Gujarat's education sector. To determine the significance of genes accountable for job contentment or discontent, a questionnaire is designed. The mean point value, variance, standard deviation, t-test, and ANOVA were used to examine the collected data. For this design, descriptive research was conducted using 119 staff members as the sample size. The task itself is one of the elements that determine motivation and job happiness. For the majority of teachers, the most important aspects are realizing their potential, having a secure job and favorable working circumstances, receiving compensation and benefits, and developing personally.

Arif & Farooqi, (2014) investigated that WLB affected organizational dedication as well as job fulfillment of University of Gujarat faculty members. The study's sample of 171 workers was chosen using stratified selection at random. Data was collected using a survey, and the analysis was carried out using SPSS. The correlation research shows a significant positive relationship between WLB and the job gratification of professors at universities.

Hasib *et al.*, (2022) discussed the impact of technology on work and interpersonal interactions, as well as the evolving roles of women in society. In balancing career and family obligations, brought attention to the difficulties and possibilities faced by women, emphasizing the need for a healthy WLB. The focus is on analyzing this issue and creating a model for optimal WLB for working women.

Agarwal & Kumar, (2022) acquired popularity among scholars globally, namely QWL and WLB. It is generally agreed upon that a worker's QWL will have a favorable effect on their WLB, hence raising their degree of job satisfaction. WLB helps you live a happy and prosperous life. It has always been of great significance to those who want a healthy QWL balance and, thus, an acceptable quality of life. The ties described above have no bearing on academicians in higher education. Even with a mediating variable (JS), there was a substantial

direct link found between QWL and WLB, indicating that the mediating effect is only partially apparent among college professors.

### **2.7.3 Work-Life Balance in Information Technology**

The fast-paced, demanding atmosphere of the IT sector shapes WLB. IT workers frequently put in long hours—including late evenings and weekends—to finish projects on time and handle technical problems, which can make it difficult to distinguish between job duties and personal time. The increasing prevalence of remote work and digital connectivity offers flexibility but can also lead to overwork and burnout if not managed properly. Women in IT may face additional challenges in balancing their roles due to the sector's traditionally male-dominated culture. IT businesses are introducing flexible work schedules, encouraging a positive work environment, and offering wellness programs to enhance their workers' general well-being to enhance WLB. The existing model paper related to the WLB in IT is given below:

Rao, (2017) investigated the WLB among IT industry workers from a social angle. This study combined a descriptive approach to research with a method of random sampling. The method of questionnaires was utilized to gather primary data using a 5-point Likert scale. Work-life imbalance behaviors and occupational stress were the variables evaluated in this 100-person sample, which included 50 married and 50 single respondents. The t-test, ANOVA, Mean, and Standard Deviation were the statistical instruments used. The findings showed that the employees' perceptions of WLB varied significantly from one another.

Oosthuizen *et al.*, (2016) discussed a study aimed at determining the connection between demographic variables, WLB, job gratification, and turnover intention among IT employees. The research used various measurement scales to assess these factors. Their study emphasized the critical role of employee satisfaction in their retention, particularly for core employees or knowledge workers in the IT industry.

Hasan *et al.*, (2020) examined the connections between job fulfillment, personal happiness, intrinsic drive, and WLB in the healthcare sector. The authors used a sample of 301 healthcare professionals to investigate the suggested relationships. The results, which were consistent with the suggested conceptual structure, showed that the mediating association between WLB and personal happiness through satisfaction with work was greater when the intrinsic drive was low than when it was high. The data indicate that there is a more complex link than

previously thought between WLB and subjective happiness among healthcare professionals, which results in an association of mediation that is moderated.

#### **2.7.4 Work-Life Balance in Hospitality and Retail**

WLB in the hospitality and retail sectors is often challenging due to the nature of these industries, which demand long, irregular hours, including nights, weekends, and holidays. Employees in these sectors, particularly women, face high levels of stress from customer service expectations, frequent shifts, and extended workdays, leaving little time for personal and family life. The physical and emotional demands of these roles can lead to burnout and reduced job satisfaction. To improve WLB, companies in hospitality and retail are increasingly offering flexible schedules, employee support programs, and better work-hour management to create a more balanced and supportive work environment. Below is the existing model paper related to the WLB in hospitality and retail:

Bhatt, (2022) investigated WLB in the Indian organized retail market. The research investigated the factors that affected WLB, measures organizational enterprises toward better WLB, and how WLB impacts the job satisfaction of retail employees. Their research showed that these rules, together with excessive work hours and a lack of job flexibility, are significant variables influencing WLB in India's retail industry. However, businesses are adopting several strategies to boost WLB, such as granting flexible work schedules and giving employee assistance programs, as well as promoting a good work environment.

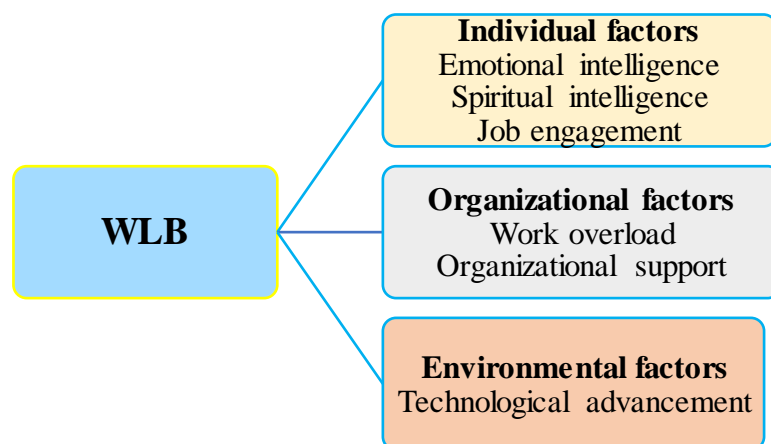
Cabello, (2022) evaluated the policies and programs on WLB of Business Process Outsources using Provus' Discrepancy Model among Customer Service Associates, which is founded on ILO's WLB regulations. A verified tool was given to 383 agents using simple random sampling to verify whether the WLB programs were followed throughout this epidemic.

Adriano & Callaghan, (2020) examined the effect of WLB conflict on the turnover intentions among professionals attending evening degree classes. The findings show that, among professionals attending evening degree classes, those with more dependent children and who face a higher WLB conflict would have lower turnover intentions. Similarly, those with a high level of social support reported higher turnover intentions. According to their research, there is a different connection between conflict between work and life and intentions to leave in this specific workplace compared to other employees, highlighting the need for employers and stakeholders to consider these findings to retain valuable skills.

Rani & Priya, (2022) focused on the many responsibilities that the human resources department plays in helping women workers in the information technology industry balance work and life. A straightforward random sample approach was used to conduct a descriptive study on 200 female workers from certain IT organizations. The WLB dependent variable was used as the mediator between the continuing commitment and HR policies on WLB, and these independent variables were used to design the questionnaire. CFA, Discriminant validity, and Composite reliability were the statistical methods employed in this investigation, with SPSS and AMOS software serving as supporting instruments.

## 2.8 Socio-Cultural Factors Influencing Work-Life Balance

WLB is significantly shaped by sociocultural variables, especially for women. Traditional gender norms in many nations require women to do home chores and caring, which is a significant burden, even while pursuing careers. This dual burden can make it challenging to achieve a healthy WLB. Cultural expectations and societal norms also influence the availability and acceptance of flexible work arrangements. In states like Gujarat where the extended family and community support systems are more prevalent, relatives help balance work and personal life. The pressure of fulfilling cultural norms restricts women's career growth and thus their personal development in some cases, which these WLB strategy needs to address. Figure 2.3 Factors impacting WLB Adapted from: Semantic Scholar (Suganya, 2019).



**Figure 2.3** Factors Influencing WLB

### **2.8.1 Cultural Norms and Gender Roles in Gujarat**

WLB among women in Gujarat is largely governed by cultural norms and roles attached to gender. Traditional expectations in Gujarat, where women are expected to be primary caregivers and raise children, can create dual burdens that hinder their ability to balance work and family. Despite strong family and community support systems, these pressures limit women's career opportunities and personal growth. Addressing these cultural expectations, including more egalitarian gender roles and flexible work arrangements, is crucial for promoting gender equality and personal growth. The model paper on the cultural norms and gender roles in Gujarat is given below:

Joseph, (2023) discussed the increasing importance of WLB in the modern-day work environment, then being influenced by humanitarian values and changes in socio-cultural and industrial factors. It brings out the responsibility of management in promoting WLB, including flexibility of working time and influence of advances in the industry like Industry 4.0. They also highlighted the evolution of WLB into a gender-neutral and plural framework and the support it receives from management concepts like corporate social responsibility and employee engagement.

Chaurasia & Kumar, (2018) examined Gujarat's gender balance from a micro perspective, focusing on factors like literacy, work participation, social status, and district distribution. It found that the state's gender balance is detrimental to women, particularly in primary laborers, metropolitan regions, and developed districts like Surat, Ahmedabad, and Rajkot. Additionally, educational opportunities are adverse, particularly in rural and least-developed areas. The overall population's gender balance is also unfavorable for women.

Gangopadhyay & Samanta, (2017) examined the intricate dynamics of interactions between generations and within families in Gujarat's urban Ahmedabad. It spoke about how earlier demographic research on India's aging population has primarily focused on family composition and its health effects but has overlooked the intricate intergenerational relationships. Their study, based on qualitative interviews, challenges assumptions about filial obligation and intergenerational support by highlighting the economic dependence of aging parents on their adult children. It also emphasized the coexistence of conflict and affection in intergenerational relationships and the cultural significance of identity, gender ideology, and role continuity among older Indians.



Krishnakumar, (2020) discussed the changing perception of women's roles in rural Indian society, specifically in their employment in information technology-enabled service companies. Their study examined the views of rural residents on women's evolving responsibilities beyond traditional roles as mothers or wives due to increased employment opportunities. Findings reveal that women's involvement in childcare and household activities contributes to family well-being, and there is a positive shift in attitudes towards women's employment. Their study suggested that this positive outlook encourages more women to enter the workforce in rural areas.

Zala & Patel, (2020) believed that one of the most important drivers of progress was industrialization. Industrialization prioritizes large, medium, and small-scale enterprises, with small and micro-business owners in developing nations prioritizing job creation and regional development. However, rural women entrepreneurs face challenges such as power outages, unappealing marketplaces, insufficient subsidies, funding, and working capital. A study in Ahmedabad reveals these issues, highlighting the need for more support and resources for these entrepreneurs to ensure their success.

### **2.8.2 Family Support Systems and Work-Life Balance**

Family support networks are important in forming WLB, especially for women juggling work and personal obligations. Supportive family environments can help working women manage their responsibilities, such as childcare and household chores, reducing stress and providing flexibility. However, the effectiveness of these support systems varies, and not all families have equal resources. Strengthening family support through community programs and promoting shared domestic responsibilities can further improve WLB. The existing model paper related to the family support systems and WLB is given below:

Banik *et al.*, (2021) examined a study on the effect of family and organizational assistance on WLB in academics working in higher education. Based on Clark's work/family boundary hypothesis, 198 participants in their study answered a survey that they administered themselves. Software such as SmartPLS 3.0 and SPSS version 21 were used for data analysis. The aim was to examine how organizational and family support affects WLB in this context.

Bradley *et al.*, (2023) extended measure includes non-work domains outside the family since it has been shown that a significant portion of the workforce—those without childcare responsibilities was not included in most of the existing studies. The expanded measure

consists of the three original variables plus two further factors related to gender expectations and coworker engagement. According to two quantitative assessments, the extended measure is robust for a variety of worker types. The dimensions of coworkers exhibited a substantial correlation with several outcome measures. Conversely, the dimensions of gender expectations contributed minimal extra variation to employee outcomes.

Giauque *et al.*, (2019) examined if employment prospects affect stress and the corresponding intention to leave among staff members employed by multinational international organizations. It placed the job supplies and demand model into viewpoint given the different conditions of employment of large corporations. Original survey data from four of the United Nations system's key institutions served as the foundation for the empirical test. According to the findings, social work opportunities and WLB are organizational levers that help employees who are dealing with bureaucracy or the pressures of living abroad feel less stressed and less likely to want to resign.

### **2.8.3 Influence of Education and Economic Factors**

Level of education and economic factors also influence WLB. Education leads to greater job opportunities and pay, with flexible roles more likely to occur with educated individuals. They also have more opportunities to negotiate flexible work arrangements and supportive workplace policies. Economic stability also influences the affordability of childcare and other services, affecting WLB. To improve WLB across different socio-economic groups and provide fairer access to enabling work environments and resources, addressing educational disparities and economic inequalities is crucial. The background paper on the current model regarding the influence of education and economic factors is provided below:

Deshpande, (2013) pointed out the increasing stress working women in India experience while facing a change in the economic system and expectations for double earning sources within families. Women are expected to balance their roles as caregivers at home and full-time workers in sectors such as Banking, IT, and Education, leading to conflicts and stress. Their study focused on understanding the negative consequences of this stress and highlighted the need to address it. A survey of 25 respondents from each sector in Gujarat was conducted to explore the stress faced by working women and the methods they use to combat it.

Boakye *et al.*, (2023) studied WLB as a tertiary education sector predictor of job satisfaction. Cross-sectional data collected from 476 workers of eight operational tertiary institutions was

quantitatively analyzed using the structural equation model. Their research revealed that assistance from the job has a favorable impact on personal life. work-related disruption and work-related disruption to personal life. Satisfaction with work-life was adversely correlated with work-personal life and work-personal life interference. According to their research, higher education institutions should prioritize addressing the interference of workers' personal lives with their jobs since this will enhance workplace support.

Rathod & Devi, (2019) discussed the potential of using SHG and microfinance was assessed as an emerging tool for the socio-economic empowerment of tribal women farmers in Gujarat, India. From a study conducted in Dahod District, the economic and social empowerment indices of SHG members were higher than those of non-members. The findings are that SHGs have a positive impact on the economic and social status of tribal women farmers, which thus shows that the group approach is cost-effective in terms of meeting their social and economic needs.

Rathee & Bhuntel, (2018) spoke about the growing concern regarding WLB for employees and employers. It focused on factors influencing WLB in educational organizations and examined differences between males and females, as well as government and private sector employees. Their study includes a literature review and a structured questionnaire, finding that stress is the most important factor affecting WLB. It concluded that various obstacles such as time management, stress, travel, attitudes towards work, and family responsibilities hinder achieving WLB.

## **2.9 Research Gap**

Although WLB studies exist in the service sector, a great deal of focused research is needed on the issues and strategies specific to women employees in Gujarat. The state has its own cultural, social, and economic dynamics, so this realm needs to be studied much more to understand the context clearly. This brings in the requirement for deeper analyses across sectors such as healthcare, education, finance, and hospitality for a proper understanding of their different challenges and effective WLB strategies. Literature on how the socio-cultural factors in Gujarat, as expressed in traditional gender roles and family expectations, influence women's ability to achieve WLB is lacking.

Finally, further research is required to assess existing organizational and governmental policies for their effectiveness in enhancing WLB for female employees in Gujarat. The rapid

advancement of technology, such as the increased use of ICT, has changed the nature of work and its impact on WLB, necessitating more detailed research. The other gendered challenges, in the form of career growth and gender bias, also merit equally serious research for developing interventions. Information from longitudinal studies would generate further insights into how the WLB evolves for women working in the different sectors within GU, and comparative studies between the government and private sectors, different cities within Gujarat, and maybe Gujarat and other regions, could identify best practices and unique challenges. Understanding the influence of family structure and the moderating effects of family support systems on WLB is another area that needs exploration.

## **2.10 Summary**

Chapter 2 of the literature review delved into the WLB of women employees in selected service sectors, focusing on major cities in Gujarat. It begins with a definition and historical evolution of WLB, highlighting its modern relevance and importance in service sectors. In this chapter, some theoretical frameworks—like role theory, spillover theory, and feminist theories—have been discussed while examining challenges unique to women in terms of career progression and gender bias. The present study probed WLB in the service sector of Gujarat at a time when characteristics and challenges of WLB and successful models in cities like Ahmedabad, Surat, Vadodara, and Rajkot are being analysed. This chapter has taken into account the policies of the government, impacts of technology, and socio-cultural factors; in all, it requires an approach where solutions would be tailored to help women achieve a better balance between professional and personal life. It concluded with the identification of the research gaps, research questions and summarized the key findings of WLB strategies for women in Gujarat.