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**Abstract**

*The current human world is becoming more and more mechanical, as if there is no place for emotions and drama. All type of works, may it be the education field, corporate sector, science and technology, politics, administration, entertainment or anything else, there are no exceptions. The eagerness for innovation, money, success, comfort, luxury is taking away the human touch across the occupations and professions.*

*The progress towards more of such mechanical life has led to challenges of work-life balance and stress problems. Human beings are termed as social animal; they wish to be with other human beings often. Amidst robotic life, the wants to spend 'me-time' is increasing, the wants to spend 'family-time' is aggravating. Such wants causes the work-life imbalance and inability to fulfill those wants leads to stress.*

*The HR departments of organizations are focusing on eliminating the problems caused through work-life imbalance and stress among their employees. In other sense, they are trying to assist employees to attain work-life balance and to manage stress. These two criteria have impact on organization, employee, job and family of employees. Further, these two impact each other. Negative impacts may be witnessed in the form of fall of outcomes, fail to attain company goals, job dissatisfaction, families ripping apart etc.*

*Therefore, this research aims to analyze work-life balance and stress management, regarding their causes and impacts and possible solutions. An attempt is also made to identify the interdependent relationship of these two criteria.*

**Keywords:** *Employees, HR, Job Satisfaction, Stress, Work-life Balance*

## 1. INTRODUCTION

Work-life balance and stress management are increasingly gaining more attention of organizations, management, employees, and researchers in recent years. This is due to increased work-pressure, changed lifestyles, mental instability of employees at work place, sensitive personal relationships and so on.

The practice of one person working under another to earn a livelihood exists from centuries. Even centuries back, there was stress and smooth work-life balance, but it was not harmful, as the stress was at minimum level required for successful and efficient completion of work and strong personal relationships and bonds made work-life balance easier.

The picture is totally different in recent years, time has changed, culture has changed, people have evolved, and job environment and requirements have changed. All such factors have made work-life balance and stress management a significant field of study.

## 2. LITERATURE REVIEW

The employees of any organization will be frequently facing challenges, pressure, stress, personal problems and issues, physical problems, psychological problems etc. If the workers don't address these issues, it may cause serious damages. The employers of the organization must provide sufficient assistance in managing these. But at the same time organizational performance and efficiency must not be compromised.

In the same line **Dhyana Sharon Ross and Dr. S. Vasantha (2014)**, conducted a conceptual research work under the research paper title "**A Conceptual Study on Impact of Stress on Work-Life Balance**". This paper focused on the work-life of both employers' and employees' and also suggested how work-life balance has to be achieved. The result showed that, even though stress is increasing across the organizations, there is lack of proper stress management programmes. The employers need to frame policies that would minimize the work load of employees without affecting the productivity of the organization, for achieving successful work-life balance.

The performance of individual employees, taken together, decides about the performance of the organization. The employees of an organization termed as Human Resources are given sufficient attention, as they convert the raw-materials into wealth of the organization, and take the organization ahead. Therefore, their physical and mental well-being is taken care of by management. The growing importance of work-life balance and stress has put

management in a tight spot in recent years. They have to address work-life balance and stress of employees, which otherwise would negatively impact the organizational performance.

In a similar vein, authors **Ioan Lazar, Codruta Osoian and Patricia Ratiu (2010)**, conducted research and the paper title was **“The Role of Work-Life Balance Practices in order to improve Organizational Performance.”** The purpose of this paper was to establish whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organizational performance. The outcome of their study showed that implementing work-life balance practices benefits not only employees themselves, but also their families, organizations and society.

The organizations are framing several strategies and programme to assist their employees. Several theoretical concepts and researches have been made in this area to find out different ways to have an easy work-life balance practices and meaningful stress management.

One of such studies is conducted by authors **David C. Munz, Jennifer M. Kohler and Carl I. Greenberg (2001)**, and their research article title was **“Effectiveness of a Comprehensive Worksite Stress Management Program: Combining Organizational and Individual Interventions”**. They studied a comprehensive worksite stress management programme consisting of self-management training and a stressor reduction process. Results showed that, self-management training improved on emotional well-being measures. Organization data suggested that their work-units’ productivity increased and absenteeism decreased over the same period. They also concluded that, combining these two would improve both individual and organizational performance.

Different organizations adopt different strategies to remove the negative impacts of stress and work-life imbalances of employees. Some studies show physical exercise, meditation, and yoga helps reduce stress; comfortable and standard working hours, tailored work plan, multiple breaks, personalized leave plan etc. improves work-life balance.

Similarly authors **Suprateek Sarker, Saonee Sarker, Xiao Xiao and Manju Ahuja (2012)**, proposed that mobile usage by employees would impact employees’ work-life balance. Their research title was **“Managing Employees’ Use of Mobile Technologies to Minimize Work-Life Balance Impacts”**. They recognized that employees’ use of mobile technologies improves productivity. In their article, they reported regarding the undesirable

impacts on work-life balance (WLB) and offered a framework and a set of strategies for managing WLB.

The study of link between work-life balance practices and organizational performance is undertaken by many authors. Number of literature reviews is also carried out. Authors **Alexandra Beauregard and Lesley C. Henry (2009)** have also made study in the same area. Their journal article title was “**Making the link between Work-Life Balance Practices and Organizational Performance**”. This review of the literature provided some evidence for the claim regarding recruitment, talent retention to enhance performance. They also suggest that the business need to modify to reflect the number of additional routes by which work-life balance practices can influence organizational performance.

As mentioned before, the studies regarding these two sensitive concepts is continuously going on. Another research has been made to study the link between work-life balance practices and organizational performance particularly in small and medium enterprises. The authors were **David Cegarra–Leiva, M. Eugenia S. V. and Juan Gabriel Cegarra (2012)**, the title of their study “**Understanding the link between Work-Life Balance Practices and Organizational Outcomes in SMEs: The Mediating Effect of a Supportive Culture**”. The purpose of this study is to explore the impact of the availability of WLB practices on outcomes in SMEs mediated by the existence of a culture. The result showed that the link have positive impact, not only on organizational results, but also positive outcomes for employees.

### **3. RESEARCH OBJECTIVES**

- To study the work-life balance, causes for its imbalance, its impacts and possible solutions.
- To examine stress, its causes and meaningful stress management.
- To analyze whether an interdependent relationship exists between work-life balance and stress management.

#### **4. RESEARCH METHODOLOGY**

This research is conceptual in nature and is based on secondary data. The secondary data is obtained from available research articles, journal publications, books and online information.

#### **5. DISCUSSION AND FINDINGS**

##### **5.1 DISCUSSION**

###### **5.1.1 WORK-LIFE BALANCE: AN INTRODUCTION**

The environment in which the organizations perform their activities is bound to change continuously, and the businesses have to change themselves accordingly. Globalization of world economy has brought about major changes in the working environment of companies that drives to job restructuring, greater work load and job insecurity.

Work related stress includes the effects on worker satisfaction, productivity of the organization, their mental and physical health, absenteeism and its economic cost, greater impact on family and finally affects the potential of the employee. Work life balance has always remained a reason for quality of working life and its relation to the quality of life. Today work life balance is in debate because in affluent societies the excessive demands of work are perceived to present a distinctive issue that needs to be addressed.

Achieving a balance between home life and work-life is becoming increasingly a priority for many people. This implies that their primary career objective is to balance and integrate their personal needs, their family needs and the requirements of their career.

Work-life balance has been defined as **“satisfaction and good functioning at work and at home with a minimum conflict. As such, it is sometimes characterized by the absence of unacceptable levels of conflict between work and non-work demands”**. Well known in the literature as work life balance, the quality relationship between paid work and unpaid responsibilities is critical for success in today’s competitive business world. The issues of work-life balance have been developed in response to demographic, economic and cultural changes.

###### **5.1.2 THE SIGNS OF UNHEALTHY WORK-LIFE BALANCE**

The employees of any organization, whether the job is stressful or comfortable, always try to have a balanced work-life. It supports them morally. But, sometimes it is not possible, some

issues causes imbalances. There are some signs which indicate that there is unhealthy work-life balance. They are as under:

1. Exhaustion
2. Absence
3. No friendship
4. Work load increase
5. Work-life Conflict

Proponents of balance argue that serious personal and work-related problems invariably arise when individuals fail to effectively fulfill fundamental life or family responsibilities. Several explanations can be given for why so many people fail to achieve a healthy level of balance. Among those, most frequently stated are

- a) Excessive job demands and constraints, brought about by increasing competitive pressures for improved productivity and cost-effectiveness and
- b) Rising household financial needs that necessitate overtime hours, second or third jobs, and full-time employment for all adult household members, including parents.

The personal and societal consequences of failing to effectively meet one's major life or family responsibilities may be as under:

1. Increased levels of stress and stress-related illness
2. Lower life satisfaction
3. Higher rates of family strife and violence
4. Growing problems with parenting and supervision of children and adolescents

The negative impact of imbalance on corporations is also substantial. The chronic inability of employees to balance work and life responsibilities can lead to the following:

1. Higher rates of absenteeism and turnover
2. Reduced productivity
3. Decreased job satisfaction
4. Lower levels of organizational commitment and loyalty
5. Rising healthcare costs

### **5.1.3 WORK-LIFE BALANCE PRACTICES**

Work-life balance practices are deliberate organizational changes in programmes or organizational culture that are designed to reduce work-life conflict and enable employees to

be more effective at work and in other roles. WLB practices are defined as **“those that enhance the autonomy of workers in the process of coordinating and integrating work and non-work aspects of their lives”**.

Basically, implementing work-life was viewed as a means of accommodating individual employees with care giving responsibilities. A transition is taking place from this basic perspective to recognizing their contribution to organizational performance and employee engagement is a noticeable paradigm shift, but it is still very much ‘in process’. The work-life balance initiatives and practices can be initiated by employee themselves and by the organizations as well.

**1. Individual Initiatives** – Work-life balance is how individual balances their work and other aspects of life. According to a recent Labour Force Survey, stress, depression or anxiety account for 39% of all work-related illnesses. There isn't one solution to a good work-life balance that one should all be working towards, but it is important that employees must find a way that works for them.

- a. Employee must try to find their own balance, that is, to find their own symmetry.
- b. Allow for some ‘me time’
- c. Leave work at work
- d. Individuals must get the sleep their body needs
- e. Reduction of work-life conflict
- f. Improved job-related attitudes and perceptions of organizational support
- g. Use of practices

**2. Organizational Initiatives and Practices** – Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits.

- a. Flexi time
- b. Telecommuting
- c. Compressed work weeks
- d. Part-time work
- e. Job sharing

- f. Improved recruitment and retention
- g. Improved attendance and productivity

In addition, employers may provide a range of benefits related to employees' health and well-being, including extended health insurance for the employee and dependents, personal days, and access to programmes or services to encourage fitness and physical and mental health. Still, other practices may be support children's education, employees' participation in volunteer work, or facilitate phased retirement.

#### **5.1.4 MANAGING USE OF TECHNOLOGIES TO MINIMIZE WORK-LIFE BALANCE IMPACTS**

Use of internet, mobile technologies, IT is recognized to improve performance of employees, by the organizations. Mobile technologies are profoundly affecting both how work gets done and how people lead their lives. In many sectors, there is an increasing need for ubiquitous access to systems and information, coordination with colleagues across time and space, and constant connectivity. The research to date has focused on the positive effects of using mobile technologies for business and even commended. The most notable benefits are:

1. The potential for 24\*7 uninterrupted connectivity to human as well as information resources.
2. Increased flexibility
3. Improved coordination
4. Increased productivity through flexibility in time management
5. Pleasure and enjoyment
6. Availability of multiple media and genres of communication suited for different scenarios.

There is general agreement among researchers and academics that work and personal life represent two different domains of individuals. The traditional organizations identify several perspectives that individuals may hold about the relationships between work and personal life. The three perspectives are as under:

1. **Compartmentalized Perspective** – People holding the compartmentalized perspectives demand, or prefer, a total separation of work and personal life, and any spillover of work into personal life is regarded as undesirable or even unacceptable.



2. **Overlapping Perspective** – The overlapping perspective of the work-life relationship implies that a clean separation of work and personal life domains is neither feasible nor necessarily desirable. As such, this perspective is more consistent with the current working environment of knowledge workers. Individuals who hold this perspective assume that although the two domains may have “physical and temporal boundaries,” there are “emotional and behavioral” overlaps between the two, and that this overlap leads to each domain affecting the other in positive or negative ways.
3. **Encompassing Perspective** – With the encompassing perspective of the work-life relationship, the entirety of an individual’s life is completely encompassed within his/her work domain, and success in the work domain equates to success in the personal life domain. Individuals who hold this perspective do not see boundaries that separate work and personal life, and often embrace the positives that work brings to their non-work life.

#### **5.1.5 ORGANIZATIONAL OUTCOMES AND EMPLOYEES’ BENEFITS OF WORK-LIFE BALANCE POLICIES:**

The most commonly used measures of organizational outcomes include the following:

##### **Benefits to Organization –**

1. Reduce absenteeism and lateness
2. Improved productivity and employee performance
3. Enhanced organizational image and retention of desirable employee
4. Employee loyalty and commitment
5. Increased retention of valuable employee
6. Reduce staff turnover rates
7. Reduced costs

##### **Benefits to Employee –**

1. Increased job satisfaction
2. A greater sense of job security
3. Enhanced control over work-life environment
4. Reduce job stress levels
5. Better physical and mental health

### **5.1.6 BARRIERS IN ACHIEVING WORK-LIFE BALANCE**

Even though there are number of practices followed in organizations to promote work-life balance, some facts like work culture, unaware about policies etc. becomes hurdles in achieving work-life balance. Some of them are as under:

1. Managerial support
2. Career consequences
3. Organizational time expectation
4. Genders perceptions
5. Resentment from co-workers

### **5.1.7 STRESS: AN INTRODUCTION**

People experience stress in private life and at work place. People have to work effectively against time and within the parameter of various rules and regulations. It is not always possible to create an organizational climate conducive to work. Various departments, groups and external environment factors affect individual behaviour. Minimal level of stress is required for organizations to operate effectively. Excessive stress is harmful for the individual as it causes mental and physical disequilibrium and subsequently leads to physical and mental disturbance. People suffer from high blood pressure, heart attack when stress is beyond control of the human beings. It is therefore necessary to identify causes of stress and modify behaviour so that the individual energy is directed towards organizational productivity and healthy organization climate is created.

Stress is also a source of inspiration. When there is a stress for any work it leads to higher performance. When stress is gravest, it reduces employee productivity. But there is example where people may get immune to stress having no negative effect on their performance. Such people do not get tense. This type of immune is achieved through constant experience and training. Stress affects a person physically, mentally and emotionally. Physically, stress can be damaging to overall health. Mentally, it can interfere with concentration and decision-making. Emotionally, stress can affect the way a person interacts with co-workers; loved ones and others around them.

There's no medical definition of stress, and health care professionals often disagree over whether stress is the cause of problems or the result of them. This can make it difficult to work out what causes the feelings of stress, or how to deal with them. According to Beehr

and Newman, “**stress is a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning**”.

Stress should not be confused with anxiety or nervous tension and damaging. They occur as regular features in many cases and have no long-lasting impact on the working capacities of the employees. Similarly, only physical impacts will not be stress unless it is felt by the mind and heart. The psychological and physical impacts are visible in the form of stress. Anxiety is the cause of stress but not the stress itself.

### **5.1.8 SYMPTOMS AND SIGNS OF STRESS**

People across the organizations experience stress differently, in different situations. Sometimes it is easy to identify right away when a person is under stress, but sometimes people keep on moving without recognizing the signs. Stress affects both emotionally and physically and it also affects the behaviour. Following are some common signs of stress:

#### **1. Short-Term Physical Symptoms –**

- a. Faster heartbeat and breathing
- b. Increased sweating
- c. Cool skin, hands and feet
- d. Tense muscles
- e. Feelings of nausea

#### **2. Long-Term Physical Symptoms –**

- a. Change in appetite
- b. Frequent colds
- c. Illness
- d. Aches and pains
- e. Feelings of intense and long-term tiredness

#### **3. Short-Term Performance Effects –**

- a. Interferes with clear judgment and makes it hard and take time to make good decisions
- b. Gets in the way of skill
- c. Makes less work done
- d. Causes situations to seem like threat instead of a challenge
- e. Burnout

- f. Poor concentration

#### **4. Internal Symptoms of Long-Term Stress –**

- a. Anxiety
- b. Confusion and an inability to concentrate or make decisions
- c. Difficulty sleeping
- d. Drinking more alcohol and smoking more
- e. Relying more on medication

**How a person might feel** – Irritable, aggressive, impatient, over-burdened, neglected, depressed, a sense of dread, uninterested in life, unable to enjoy, lost sense of humour.

**How a person might behave** – Finding hard to make decisions, biting nails, snapping at people, unable to concentrate, restless, eating too much or too less.

**How a person might be physically affected** – Shallow breathing, blurred eyesight, chest pains, indigestion, headaches, panic attack, constipation, feeling sick.

#### **5.1.9 GENERAL ADAPTATION SYNDROME (GAS)**

The general adaptation syndrome (GAS) refers to development of individuals' responses to stressful events in the form of physiological, psychological and behaviour patterns. They follow a fairly consistent pattern. These are of three types as classified by Hans Selve:

1. Alarm Stage
2. Resistance Stage
3. Exhaustion

#### **5.1.10 TYPES OF STRESSORS**

Situations that are considered stress provoking are known as stressors. Stress is not always a bad thing. Stress is simply the body's response to changes that create taxing demands. Many professionals suggest that there is a difference between what we perceive as positive stress and distress, which refers to negative stress. In daily life, we often use the term stress to describe negative situations. This leads many people to believe that all stress is bad, which is not true.

1. **Positive stress** has the following characteristics:
  - Motivates, focuses energy
  - Is short-term

- Is perceived as within our coping abilities
- Feels exciting
- Improves performance

## 2. **Negative stress** has the following characteristics

- Causes anxiety or concern
- Can be short-term or long-term
- Is perceived as outside of our coping abilities
- Feels unpleasant
- Decreases performance
- Can lead to mental and physical problems

It is somewhat hard to categorize stressors into objective lists of those that cause positive stress and those that cause negative stress, because different people will have different perceptions and reactions to particular situations.

However, irrespective of how different people perceive stress differently, a list of stressors, that are generally, experienced as negative or positive to most people, most of the time, is mentioned below:

Examples of **Negative personal stressors** can include:

- The death of a partner
- Filing of divorce
- Death of a family member
- Hospitalization (oneself or a family member)
- Injury or illness (oneself or a family member)
- Unemployment
- Sleep problems
- Legal problems

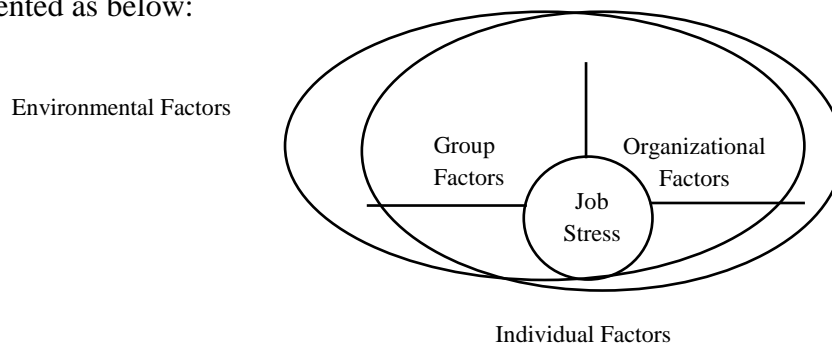
Examples of **Positive personal stressors** might include:

- Receiving a promotion at work
- Starting a new job
- Marriage or commitment ceremony

- Buying a home
- Having a child
- Holiday seasons
- Retiring
- Taking educational classes or learning a new hobby

### 5.1.11 SOURCES OF JOB STRESS

Organization, group and individual have impact on the performance of a job. Environment also effects adversely on the efficiency of the individual. Sources of Job Stress can be presented as below:



### 5.1.12 CONSEQUENCES OF STRESS

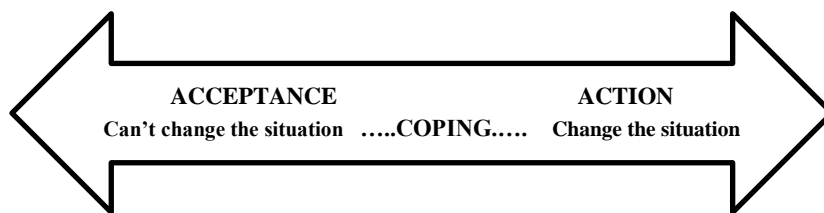
According to some popular classification, stress consequences can be divided in 3 groups of individual, organizational and individual-organizational.

- 1. Individual Consequences**
  - a. Behaviour consequences
  - b. Mental consequences
  - c. Physical consequences
- 2. Organizational Consequences**
  - a. Functional consequences
  - b. Quitting
  - c. Attitudes
- 3. Personal-Organization Consequences**

### 5.1.13 MANAGING STRESS

Stress is a fact of life, but it doesn't have to be a way of life. There are many things in life that one can't control, but there are things that a person can learn to manage, such as negative stress. The art of managing stress is to keep ourselves at a level of stimulation that's healthy and pleasant. How a person deals with stress depends on the source.

- If stress is caused by something out of control – the only way out is to learn **acceptance**
- At other times, **coping** skills may help to adapt to the stress or change the situation
- When stress is caused by something a person can control, he can take **action** to change the situation.



Here are four skills needed to help a person manage stress:

1. Awareness
2. Acceptance
3. Coping
4. Action

## Skill 1: Awareness

The first step to managing stress is to become aware of things that make one feel stressed and of the way one feels stress. Most of us don't realize warning signs when they happen – such as

- a. Physical Symptoms
- b. Emotional Symptoms
- c. Behavioural Symptoms

## Skill 2: Acceptance

Sometimes all we can do is learn to accept things as they are. Here are few tidbits to help a person with the second step to managing stress:

- a. Keep it in Perspective

- b. Keep a Positive Attitude
- c. Talk to one self
- d. Get Counseling
- e. Develop a Stress-Resistance Personality

### **Skill 3: Coping**

Learning to cope with the stress of daily life is an important skill. Coping may help to adapt to stress or change the situation. Here are some coping skills:

- a. Physical Fitness
- b. Relax
- c. Do something for one self
- d. Live a Balance Life
- e. Get away from it all
- f. Just Laugh

### **Skill 4: Action**

When a person looks at his life, he can realize that some of the stress he feels is from things that he cannot change. Those are the stresses he needs to accept and/or cope with. But, at the same time he may have realized that some of the stress in life is from things that can be changed. That's where taking action comes in.

- a. Make a plan
- b. Communicate
- c. Talking skills
- d. Listening skills

Minimum level of stress is required to stimulate individuals to higher productivity. Excessive stress is harmful to both individual and organization. It is a common practice to evolve various stress reduction strategies in the organization. Both individuals and organizations formulate strategies. They are as given below:

- 1. Individual Level Strategies** – Individuals must take steps to reduce stress to an acceptable level. It is clarified that every individual has different capacity to cope with individual stress. Some of the individual stress reduction strategies are as under:

- a. Define Objective For Self
- b. Plan Your Life



- c. Social Support
- d. Physical Fitness
- e. Biofeedback
- f. Yoga
- g. Meditation
- h. Time Management
- i. Live A Simple Life

**2. Organizational Level Strategies** – Organization play a decisive role in ensuring peaceful environment free of stress. Basically stress relate to two categories of events. First the organizational structure and policy and second relating to personal development and growth that the job can provide. Following are the organizational stress reduction strategies:

- a. Right Person At The Right Job
- b. Proper Communication
- c. Training
- d. Conducive Working Environment
- e. Grievance Cell To Be Set Up
- f. Mentoring The Employees In A Methodical Way
- g. Motivating The Employees
- h. Career Development
- i. Fair And Unbiased Management
- j. Magic Of Appreciation
- k. Counseling Cell

#### **5.1.14 INTERDEPENDENT RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND STRESS MANAGEMENT**

In the previous sections of this paper, a detail study regarding work-life balance, causes of unhealthy balance, impact, strategies to overcome imbalances and stress, its cause, consequences and strategies for stress management are analyzed. Every human being does work of some kind or other in order to earn livelihood. Each type of work includes stress of its own kind. As mentioned earlier, minimum level of stress is required to complete the work effectively. Every working human being has their own priorities and their family constitutes

most important part of their life. All the work and responsibilities a person takes up is for the sake of their family, to keep them secured and happy. It doesn't mean that they don't have professional or career ambitions. They certainly have it. A person will be working to attain goals, secure top positions, get satisfaction, have feeling of success. This situation of an employee to look after his job and family at the same time becomes the work-life balance. These two concepts have been explored for detailed understanding and presented in the previous parts of the paper.

Now that, it is necessary to know, whether these two concepts impact each other, are they interdependent, does imbalance of work-life leads to stress and vice-versa and whether managing one leads to balancing of the other. Therefore, the last part of this study focuses on identifying whether there is inter-relationship between work-life balance and stress management.

In ancient period, the person working in the family was considered as the head of the family, he had complete control over the family, they used to obey orders with due respect, minimal demands, very supportive and the person used to be the priority in all activities of family, which would enormously help him in having a balanced work-life with ease. This would absolutely result in reduced stress for working members. Hence, in such age, very less people identified the existence of these two criteria, and less attention was given.

However, in recent years, the situation is completely transformed. In a family, there will be multiple earning members, each of them having their own priorities, demands, orders, and an attitude to dominate the controlling power of their family. Such a situation creates critical and sensitive circumstance. A husband and wife, both working in a family, frequently face such situation. In order to avoid controversies in the life, and not agreeing to let go of their ego, many partners give complete personal space and freedom to their spouse, which gradually eliminates all affection, warmth, relationship between the two. This happens between parents and working children, working partners and their little kids, single parent and child and so on. This urge of working human being to attain success, name and fame, financial security sometimes unnoticeably leads to ripping apart of family. The wok-life imbalance starts to happen.

In other circumstances, an employee of the organization gives his best for the company; all he needs is to keep his family happy. He takes on doing so; he might not be able to give time to his family. Here, in this situation the problem is not of ego, domination, freedom or money, it

is just maximum happiness to his family. If family doesn't understand him, then it again leads to work-life imbalance.

In a work setting, the employers and employees of the organization will continuously working towards the objectives set by the management, perform duties, take up responsibilities and risk, and also they will be working for their self-development and career. The present business environment is such that, there may be unexpected change of trends and the businesses must adapt to such changes. The transition will be handled smoothly by the human resources of the organization. The globalization of the economies, the need to acquire international market, the complex nature of customers, all these have transformed most of the job into a package of complexity and high standard work phenomena. Thus, employees will be under so much pressure most of the time.

- First, they feel stress due to the work pressure in their organization.
- Whenever a sudden or unexpected big change occurs, a person facing the situation feels stressful.
- In many time, whether it is work or life, the person may not have control over the outcomes of a situation. Such situation triggers stress.
- A monotonous work or no excitement in life makes a person stressed out.
- As mentioned earlier, a problem in personal life causes stress.
- Inability to fulfill some of personal wishes, demands of family etc., leads to stress.
- An uncompromised ego with the partners makes person feel depressed sometimes at work.
- The family which might not understand the working member properly may be the source of stress.
- A person eager to keep both his employer and his family satisfied, when fails to do either of them, feels stressed.
- Not ready to cope with the situation or accept what is happening leads to stress.

Therefore, when a person is facing difficulties in maintaining work-life balance, experience stress in life.

Further, while looking at the impacts of stress on work-life balance, it can be said that, a person facing emotional or physical stress will be sometime aggressive at work and family.

- Over-burdened and stress employee concentrates more on work, ignoring family, and leading to an imbalance.
- Work stress on an employee, makes him stay lonely and silent at home. The family who will be waiting eagerly to spend time with him feels disappointed at this behaviour. This causes imbalance.
- Employee facing lot of family tension may be of spouse, parents, children or financial crisis, bound to make mistakes or feel anxious or uninterested in life. In these times, the work gets disturbed.
- A person unable to enjoy life means it is a sign of stress. It doesn't support him either in work or family life.
- An employee stressed all day long may feel tired whenever at home, or even vice-versa. This is a cause of unhealthy work-life balance.
- Personal issues like illnesses, becoming a parent, long-term health problems, and so on, cause lots of stress and affect the job.
- Employments issues like losing job, long-term unemployment, retiring, starting a new job etc., cause stress and affect personal life.

Therefore, with reference to above points, it can be clearly said that, a person may be having any kind of stress, most of the time it affect the work-life balance of such person.

Thus, by analyzing these two vice-versa impact, it can be said that work-life balance and stress go hand in hand. A balanced work-life reduces stress to minimal level and on the other hand a person employing techniques to manage any kind of stress occurring to him, will be able to manage his work and family life with minimum difficulties. Hence, **there exists an inter-relationship, an interdependent relationship between work-life balance and stress management.**

## **5.2 FINDINGS**

This research paper aimed at understanding in detail, the two attention drawing and highly discussed area of HR, the work-life balance and stress management. Along with this objective, the study also focused on identifying the relationship existing between these two.

The findings so far, as per this research can be listed as under:

1. The pressure of increasingly demanding work culture in our country is perhaps the biggest and most pressing challenge to the mental health of employees.
2. Stressful job conditions and work-life imbalance are pieces of a more complex puzzle.
3. According to a survey done by Human Solutions, workers who report they have a good balance between work and personal / family life experience less stress than workers who lack this balance.
4. Competing and multi faced demands between work and home responsibilities have assumed increased relevance for employees in recent years, due in large part to demographic and workplace changes.
5. The primary way companies can help facilitate work-life balance for their employees is through work-life practices, that are usually associated with flexible working and reductions in working time or family-friendly policies.
6. Some researches show that, using mobile technologies would help in minimizing work-life imbalances.
7. The effects of introducing work-life balance practices on employee attitudes and perceptions include job satisfaction, organizational commitment, and less job stress and turnover intention.
8. Changing demographics are behind the move to embrace work-life programmes.
9. The decline of the traditional family, an increase in dual-career couples, and a rise in the number of single parents mean that employees are juggling more responsibilities outside work.
10. Stress is a fact in our daily life. When a person needs help, it means the person feels physically and emotionally disabled.
11. Stress isn't psychiatric diagnosis, but it's closely linked to mental health.
12. Sometimes a person might be able to tell right away when they are feeling under stress, but other times they might keep going without recognizing the signs.

13. Feelings of stress are normally triggered by things happening in life which involve being under lots of pressure, facing big changes, having responsibilities that are overwhelming etc.
14. Both at individual and organizational levels, strategies are formulated to overcome stress.
15. Individually, one can deal with stress by organizing time, accept the change, resolving conflicts, using friends and family support and likewise.
16. Organizations take up training, career development, proper communication, counseling etc. to help employees overcome stress.
17. Work-life balance and stress management go hand in hand and they impact each other.

## **6. CONCLUSION**

The demographical changes, the changes in work culture, the transition of traditional family system, globalization, has made the work environment more challenging and family life more sensitive and complex. The employees' need of spending time with family amidst stressful work or eagerness to achieve career goals being in a complex family structure leads to imbalance in work-life, which need to be addressed in time.

Job stress in any organization has been increasing over the last few decades and has important implications for performances. Despite its importance, there has been a lack of proper stress management programme. As stress affects the outcome of productivity, monitoring and managing job stress is extremely important.

Even with the availability of employee assistance programmes in organization such as stress management and flexible work arrangements, the complex nature of stress still seems to influence the health and work-life balance negatively. So it is the responsibility of the employer and employee to contribute to the better work-life balance and stress reduction for fruitful productivity.

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