

**“INNOVATIVE TEACHING AND SUSTAINABILITY OF BUSINESS EDUCATION  
IN INDIA”**

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**ABSTRACT:**

*Work stress has become a common problem that faced by employees in many organizations regardless any industry that they involves today. Work-life balance and stress go hand in hand. What seems to matter in this regard is the importance workers place on balance in their lives and the effectiveness of work place policies and practices in supporting them to achieve this goal. This paper focuses on the work life of both employers and employees' and also suggests how work life-balance has to be achieved. The employers needs to frame policies that would minimize the work load of employee without affecting the productivity of the organisation, for achieving successful work-life balance. Further multirole in personal and professional balance needs effective strategies for the stress management are presented. The research proposes at most stress management strategies such as effective utilization of professional time, at most commitment towards work and balance of stress..etc. are presented.*

**KEYWORDS:** *Workload, Role Conflict, Interpersonal Relationship and Work Life Balance*

**INTRODUCTION:**

Nowadays labour force encompasses a wide range of employees with precise needs and resources when it comes to harmonizing work and life roles. Numerous academicians tried to describe work-life balance, mainly focusing on a process of attempting to balance the various dimensions of career with other personal dimensions that include family and other personal dimensions that include family and other relationships. Work-life balance has come to the head of debate regarding improvements in working conditions and increasing the flexibility of paid work

Job stress is a common fact that has been found to raise adverse wellbeing and performance worries in various organizational and behavioural studies. Utmost of the words or expression are stated in 'NEGATIVE' terms- that is "stress: is perceived as something bad. For instance, words like "depression", "feeling out of control". "overworked", "time pressures", "panic attacks", "anxiety" are frequently used to definite what stress means to us individually. Some organizations do use a stress management program. They view the problems of stress as something in-built to the person, and this allows them to blame the individual. It means that they present a program that aims to help the employee handle with the stressor situation, but do nothing to eradicate the source of the stress. Other organizations attempt to manage the stress situation without considering the needs of the individual

Policymakers are concerned that most of the organizations are trying to avoid making proper Work-life balance programs due to high costs. On the other hand, academicians seems to believe all firms should be adopting better Work-life balance programs will create positive impact on firm performance, mainly in more competitive markets Role conflict may leads to the stress and emerges negative impact such as discomfort with their job. It is supported by Safaria et al. (2011) said job stress that come from role conflict will raise negative outcome such as decreasing the productivity of employees and organization, problem in absenteeism and if it is continually occurred in their work, they might have intention to leave from the organization and turnover will occur. In my opinion, interpersonal relationship at work constitutes day to day interaction between co-workers, managers and employees. These relations are natural part of the work environment and usually give pleasant to the employees as they can communicate with each other when they facing problem. But unfortunately, this relation also may become a source of tension and frustration to the employees when they have different opinion in how to manage the job that has given to them. Besides that, Interpersonal relationships at workplace can be defined as interaction between one or more person in the workplace. Relationship among the employees and between superior is important in order to encourage and sustain the harmonious environment in the workplace.

### LITERATURE REVIEW

**Satinder Singh** in his paper "WORK- LIFE BALANCE" concluded that Rapport and Bailyn (1996) addressed in a report to the Ford Foundation that —The separation of work life

from family life has existed since the Industrial Revolution and remains largely intact today even though it has never reflected the way most people live. The business world has responded to work-family issues with an array of programs and policies that address specific family needs but do not change this basic assumption that employees ‘work and private lives are separate and conflicting’. However, Work-family research has long been guided by the role stress theory, wherein the negative side of the work-family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family roles as well as roles outside work and family lives, and scholars have started to deliberate on the essence of work-life balance

**Khairunneezam Mohd Noor** in her paper “**Work-Life Balance and Intention to Leave among Academics in Malaysian Public Higher Education Institutions**” examines that Work-life balance has important consequences for employee attitudes towards their organisations as well as for the lives of employees. She believes that it is possible to investigate the trend of work-life balance and its developments which influence the well-being and job outcomes of employees at work. The issues relating to maintaining and obtaining a work-life balance have received substantial attention over recent years but less attention, however, has been given to find the reality of work-life balance satisfaction in the higher educational sector. Nevertheless, we need to understand the definition underlying work-life balance concepts. Defining the concept of WLB is a complex task, as it can be viewed from the meaning of ‘work’, ‘life’ and ‘balance’ argues that work-life balance is about effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation.

**Philippa Yasbek** in her paper “**The business case for firm-level work-life balance policies: a review of the literature**” Over the last decade the evidence for the business benefits of work-life balance policies has been growing in volume and strength. The studies show strong links between work-life balance policies, and reduced absenteeism and increased productivity. A starting point for firms to assess the cost-effectiveness of work-life balance

policies is to identify all the costs and benefits. This gives a fuller, more comprehensive picture, even if it is difficult to find information to quantify the net impact of work-life

balance policies. Some work-life balance policies are almost costless but can have large pay-offs, if not immediately, then in the future. It's important to assess all the policies offered as a package because there are often synergistic effects from having a diverse number of policies. It's likely that the benefits, which are harder to measure, will be under-estimated and the costs over-estimated, as they're easier to measure. This can lead to a generally pessimistic perception of the net impact of providing work-life balance policies.

### **OBJECTIVES:**

- To identify the stress level of employees
- To identify the reason for stress among the employees
- To identify the effects of stress on the employee's work performance
- To identify the measures to reduce the stress
- To identify the impact of stress

### **HISTORY OF WORK-LIFE BALANCE AND STRESS MANAGEMENT**

In 1986, the term "Work-Life Balance" was first identified, but its usage in everyday language was still sporadic for a certain number of years. Although, interestingly work-life programs existed in early years such as 1930, but people did not recognize them. Before the Second World War, the W.K. Kellogg Company created some flexible work hour shifts for their employees who replaced the traditional daily working hours, and the new shift resulted in increased employee efficiency and morale. In 1977, Rosabeth Moss Kanter, for the first time in his influential book, *Work and Family in the United States: A Critical Review and Agenda for Research and Policy*, raised the issue of Work-Life Balance and brought it to the forefront of organizations and research. This concept forces organizations to follow work-family friendly environment. Therefore, in the 1980s and 1990's, some organizations began to offer work-life programs who aimed to promote balance work-life. The first waves of these programs were mainly to support women with children (Brough et al., 2008). Now-a-days, many work-life programs have been introduced which are less gender specific and identify other obligations as well as those of family.

**DEFINITIONS OF WORK-LIFE BALANCE**

Now-a-days, the concept of Work-Life Balance is not new; because of its importance it has been discussed extensively. It has been conceptualized as an individual's orientation across various life roles and inter roles phenomenon. Different scholars have given different views on how they perceive the concept of WLB.

**Some of the important definitions are:**

(1) Kofodimos has defined it as 'a satisfying, healthy and productive life that includes work, play and love, that integrates a range of life activities with attention to self and to personal and spiritual development, and that expresses a person's unique wishes, interests, and values' (Valk & Srinivasan, 2011, p. 40).

(2) Kirchmeyer has viewed Work-Life Balance as 'achieving satisfying experiences in all life domains, and to do so require personal resources such as energy, time, and commitment to be well distributed across domains' (Greenhaus et al., 2003, p. 512).

(3) Clark views work life balance as 'satisfaction and good functioning at work and at home with a minimum of role conflict' (Greenhaus et al., 2003, p. 512).

(4) 'Work life balance is the term used to describe the organizational initiatives aimed at enhancing employee experience of work and non-work domains' (Darcy et al., 2012, p. 112).

(5) 'Work life balance is experienced when demands from the domain of work are compatible with demands from other domains, e.g. family' (Pichler, 2008, p. 3). These definitions share number of common elements for example; all highlights the balance between work and non-work domains and equality of inputs and outcomes.

**SIGNIFICANCE OF WORK-LIFE BALANCE**

Literature has shown that concept of Work-Life Balance is worth for discussion as it aims to create a balanced work-life. Work life balance is becoming an important issue as people deals with shrinking workplace and time pressure. Many studies have highlighted that work-life initiatives offer a win-win situation to both employees and employers and affect business progress and performance in many ways as improving work life balance practices increase

productivity, employee well-being, reduces costs, lead to improve retention and recruitment and better motivation and morale for employees (Maxwell, 2005). Various theories have revealed that work life balance policies try to minimize stress and add to a healthier and safer work environment. Work life balance has been associated with greater employee commitment, job satisfaction and organizational citizenship behavior and its policies are beneficial for individuals, their families, physical health, mental health, relationships, creativity, organizations, and society (Brough et al., 2008 & Grzywacz & Carlson, 2007). Employees expect their employers to recognize that in addition to job they also have a life that includes their family, friends and social gathering. Studies have shown that a workforce that is out of balance faces stress and dissatisfaction which reduces family and work engagement. Work life balance issues are one of the main reasons which forces workers to quit their jobs. Therefore, work life balance is an important and increasingly hot topic because it's about improving people's quality of life and aims to widen access to career opportunities and paid employment. Firm size is also the next best predictor of the presence of work life balance policies; because its size affects the extent and type of work life balance policies a firm can offer. Large companies are more likely to offer longer and paid parental leave and flexible working hours (Beauregard & Henry, 2009; Kucharova, 2009). In short, firms have recognized that creating a balanced work and family life of employees is the only solution of all problems. Now, senior management has become more proactive about their employees health and they are introducing and implementing work life strategies.

### STRESS MANAGEMENT

Hans Selye, the author of the **General Adaptation Syndrome**, worked with **Walter Cannon** in his attempt to provide and underpinning of the scientific study of stress. From the animal studies, the two researchers extrapolated their experiments to human beings in order to identify whether the physiological responses of the animals to stressors were also exhibited by humans.

Following Selye's studies, human response to stress was also studied by Richard Rahe, one of the proponents of the Holmes and Rahe Stress Scale. Together with his co-researchers, Rahe emphasized that external stressors were the sources of stress of individuals. On the other hand, subsequent studies showed proofs that the earlier identified stressors were not the

actual sources of stress. Rather, those were the internal stressors, or the manner by which the individual perceives and intends to react to the stressor.

## **RELATED MODELS TO STRESS MANAGEMENT**

### **A. The Transactional Model**

In 1984, Richard Lazarus and Susan Folkman proposed the Transactional Model (Cognitive Appraisal), a model that emphasizes how stress becomes the result of the imbalance between what the situation demands and what the person possesses in relation to those demands. According to them, stress is not directly resulting from the source of the stress otherwise known as the stressors; rather, it emerges because of the individual's inability to satisfy demands. For these two researchers, therefore, stress management relates to the capacity of a person to utilize his resources in order to cope with the stress.

The Transactional Model tells us that a stress management program can only become effective if the individual's ability to eliminate, reduce, or cope with stress is successful assessed, and that the factors related to such capacity are put into consideration.

### **B. Health Realization Model**

Also called as the Innate Health Model of Stress, the Health Realization Model states that the presence of a probable stressor does not directly result to the stress experience. This idea was opposes that of the Transactional Model, because it states that the stress management program must be centered on the perception of the potential stressor by the individual, not on his appraisal of stress coping abilities.

According to this model, the appraisal must be focused on filtering one's mind of negativity an insecurity, so that he would not perceived a potential stressor as a source of stress, and would therefore lead to a more effective elimination or reduction of stress.

A variety of events and environmental demands cause us to experience stress, including: routine hassles (such as getting the family out the door in the morning, or dealing with a difficult co-worker), one-time events that alter our lives (such as moving, marriage, childbirth, or changing jobs), and ongoing long-term demands (such as dealing with a chronic disease, or caring for a child or sick family member). Though different people may



experience the same type of events, each of them will experience that event in a unique way.

That is, some people are more vulnerable to becoming stressed out than others are in any given situation. An event like getting stuck in traffic might cause one person to become very stressed out while it might not affect another person much at all. Even "good" stressors such as getting married can impact individuals differently. Some people become highly anxious while others remain calm and composed.

How vulnerable you are personally to becoming stressed out depends on a variety of factors, including your biological makeup; your perception of your ability to cope with challenges; characteristics of the stressful event (e.g., the "stressor") such as its intensity, timing, and duration; and your command of stress management skills. While some of these factors (such as your genetics and often, the characteristics of the stressor itself) are not under your direct control, some of the other factors are.

Later on in this article, we will provide you with coping strategies that can help you safely and effectively reduce your vulnerability to experiencing severe negative stress. Before we share these tips with you, however, we think it will be helpful to provide you with a more basic and biological explanation of the nature of stress and how it affects our bodies. If you want to skip ahead directly to the coping section of this document, that's okay with us too.

First is the *alarm reaction*, which is a stage of physiological (bodily) excitation and preparation for fighting the illness or injury. Heart rate, blood pressure and breathing quicken in order to supply the muscles and the brain with more oxygen. More blood is sent to the skeletal muscles and the brain, while blood flow decreases to the stomach, kidneys, skin and liver. Sexual and immune (i.e., disease fighting) functions are suppressed. Body chemicals that act as natural painkillers are released into the blood stream in order to relieve pain. The body's fuel sources, in the form of natural fats and sugars, are actively mobilized to supply us with extra energy. Our attention focuses on the alarming event (if one can be identified), and in general, our senses become sharper. All of these highly coordinated reactions occur very quickly. The alarm reaction phase usually lasts a few seconds, although sometimes it may be shorter than a second in duration.

The physiological changes characteristic of the alarm reaction allow us to quickly react to threats, and in some cases, resolve those threats. In other situations, the alarm reaction allows



us to get far enough away from threats that they are no longer an immediate concern.

However, some injuries or illnesses cannot be resolved or escaped from, and continue to be a problem over time.

The alarm reaction is very 'expensive' to our bodies; it requires a great deal of energy to produce and maintain, and it is not practical or useful to continue over time in response to extended threats. When faced with an extended threat (that cannot be quickly resolved or avoided), the body shifts away from the alarm mode towards an stage of trying to adjust to the demands of the ongoing threat. In this second stage, called adaptation, the effects of the alarm phase lessen (although the alarm symptoms continue to persist long after the stressor has disappeared). The body continues to fight the illness or injury, but the physiological systems that are aroused to do this work function at a more moderate pace.

While not as energy intensive as the alarm reaction, the adaptation phase still requires a significant amount of energy to sustain. If the illness or injury does not abate after a period of time, the body will enter into a third phase, exhaustion, and start to show evidence of wear and tear. Usually, exhaustion is reversible rather than permanent. Given enough rest and relaxation, the body is typically able to recover fully from the exhaustion phase.

However, if the stressor is too strong, extreme exhaustion can result in death. Prolonged, frequent, or intense stress reactions can also cause permanent stress-related health disorders such as ulcers, high blood pressure, arteriosclerosis, arthritis, kidney disease, and allergic reactions. We will talk more about the relationship between stress and disease in a later section of this document.

Selye called this common pattern of body responses to illness characterized by the alarm, adaptation and finally exhaustion phases the 'General Adaptation Syndrome' or GAS. Importantly, Selye also noted that the GAS was a generalized way that the body tended to respond to any taxing life demand and was not just limited to illness or injury. He used the term "stressor" to describe any event capable of causing the GAS to occur (e.g., any event capable of producing a stress reaction). He also repeatedly noted that the body's reactions to stress were a normal part of the life of animals (including people). He characterized these responses as neutral in quality, rather than being inherently good or bad.

More and more people have realized their need to handle stress in a more effective way , which is why it is nearly impossible to identify all the stress management techniques applied by each of us. Nevertheless, here are the mostly recognized techniques on stress management:

- Exercise
- Starting a New a Hobby
- Meditation
- Autogenic training
- Artistic Expression
- Fractional relaxation
- Progressive relaxation
- Spas
- Alternative/ natural medicine
- Social activity
- Cognitive therapy
- Conflict resolution
- Deep breathing
- Reading novels
- Prayer
- Relaxation techniques
- Listening to Music
- Yoga

**CONCLUSION:**

The purpose of this study was to examine the impact of work life balance on employee job satisfaction and to identify which factor of work life balance have more influence on employee job satisfaction in banking sector of Karachi. The research findings show that work life balance have not much impact on employee job satisfaction and some factors of work life balance such as employee intention to leave job, work pressure and long working hours have negative relation with employee job satisfaction and work life balance programs and flexible working conditions have positive relation with employee job satisfaction. It is found out that the organizations can face multiple problems if their workforce satisfaction level is lower. It

is essential that HR departments are responsive to the needs and constantly changing requirements of workforce and the effect of environmental issues in order to improve programs and policies. It also saves cost of hiring by improving employees retention. In case of research conducted in private banking sector of Karachi, the factors which were supposed to have greater impacts on employee job satisfaction and work life balance does not turn out to be effective. There could be many reasons behind it i.e. the culture of Pakistan where one bread earner leads a family, the high inflation rate and fewer opportunities of jobs make employees to work on compromised benefits and salaries. These factors could be the reason as why the results of this study are different than the rest of world. At the end of our discussion, it is concluded from the research that the employees work and life balance affects employee's satisfaction and their commitment with the organization. Those university employees having balance in their work and life are more satisfied with their job. So it is proved that relationship exist in WLB, JS and OC. At the end employer should try to balance employees work and life to get satisfied and committed employees. Understanding the relationship between employee job satisfaction, WLB and organizational commitment give basis for future research and provide benefits to organization and individual.

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