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Review of Literature on Women Inclusiveness

Maryam Fathima*[1], Sarvashri Gaonkar*[2], Swathi Gudoor*[3], Sowjanya Shetty*[4]

*[1,2,3,4] !st year MBA students, RV Institute of Mangement, Bangalore, India

A B S T R A C T

Review of literature is a process where the existing research work on the particular topic is being studied, analyzed and interpreted. This will help to identify the research gap and to construct conceptual framework. This review-based article focuses on Women Inclusiveness which talks about equal opportunities given for women in terms of education, job, politics and life as a whole. 13 articles were reviewed and submitted with important points.

Keywords: Women, Inclusiveness, Education, Politics and Life..

INTRODUCTION

A literature review is a critical evaluation and synthesis of previous studies done on a certain subject. It gives a summary of the state of knowledge at the moment, points out knowledge gaps, and emphasizes important research findings.1. A literature review serves to place your own study in the perspective of previous scholarly works, showcasing your command of the subject and highlighting the ways in which your work advances the field's current discussion. Writing a literature review is a crucial skill for every successful research project. Your capacity to condense and integrate earlier studies related to a certain subject, shows that you understand the subject matter and facilitates learning. Women Inclusiveness ensures that women have equal opportunities and participate fully in all facets of life, including job, education, politics, and social activities, is a key component of women's inclusivity. It is about making sure that women don't face obstacles or prejudice and may contribute to society without being treated unfairly or having their voices ignored.

Creating situations where women feel appreciated, respected, and enabled to realize their full potential is another aspect of inclusivity. Inclusion of women is crucial to creating a fair and harmonious society. It encourages diversity, which can result in increased originality, inventiveness, and improved judgment. Important components of inclusivity include guaranteeing women's access to equal wages, healthcare, education, and protection from harassment and assault. It also entails dispelling myths and modifying viewpoints that restrict the options and positions available to women. We can build an egalitarian world where everyone has the opportunity to achieve by assisting women and girls.

OBJECTIVE:

To identify and understand the women inclusiveness in different industries as it is need of an hour.

METHODOLOGY:

It is a review-based paper where previous published papers are reviewed on the topic Women Inclusiveness and summarised in a systematic pattern.

REVIEW OF LITERATURE ON WOMEN INCLUSIVENESS:

Isike's (2016): To the study on women's involvement in governance in Nigeria's Niger Delta, although Shell's community development programs have improved infrastructure and the economy, their effects on female participation have not equalized. Although gender-focused initiatives have been implemented, complete inclusion and empowerment are still impeded by deeply ingrained gender norms, few opportunities for women to make decisions, and a lack of support for women in leadership positions.

Chioma Toni-Duruaku (2017): By reflecting established norms and promoting social change, literature can question gender inequities and fight for gender equality, as demonstrated by the analysis of J.P. Clark's The Wives' Revolt. The play represents a larger battle for women's rights by showing women in the Erhuwaren village rising up against marginalization.

Franziska Schmitt (2020): Women's full participation is nevertheless hampered by issues including capacity, authority, and incentive discrepancies even though the GMoU model effectively fosters equity, inclusivity, and collaboration. All things considered, the model works well for tackling issues of development and governance in resource-rich regions, which promotes improved natural resource management and harmonious coexistence.

Navjeet Kaur1, Dr. Pallvi Arora2 (2020): The body of research on gender diversity and inclusion emphasizes how important it is for improving problem-solving, creativity, and corporate performance. The research indicates that organizations with more female diversity, especially in leadership roles, typically have stronger financial results and innovate more successfully.

Juan Meng (2021): Women continue to experience undervaluation in decision-making, a lack of leadership possibilities, and salary disparities despite diversity management initiatives. In order to solve these issues, the research suggests inclusive leadership, highlighting the necessity for leaders to value each person's contribution.

Mbukanma (2021): Significant gender gaps are highlighted by the study on women's inclusivity in South African foreign policy decision-making, despite the presence of a female minister in the Department of International Relations and Cooperation. The study identifies the main obstacles to women's participation as cultural standards, religious practices, financial limitations, political barriers, and family duties using intersectionality theory and Kanter's theory.

Hemanth Kumar Shiva (2021): The body of research emphasizes how important it is for companies to put gender equality and women's career advancement in marketing into practice. Some of these methods include mentorship programs, flexible work hours, and leadership development.

Sunaina Kumar (2022): The literature on women's financial inclusion in India emphasizes advancements made possible by programs like microfinance and the Pradhan Mantri Jan Dhan Yojana (PMJDY), which have facilitated better access to credit and savings. Studies reveal that even while more women are opening bank accounts, they still have trouble getting and managing credit.

Carmen Maganda (2022): Achieving sustainability requires inclusive leadership because it creates varied teams that solve difficult problems creatively. Kauffer and Ros Cuellar (2022) claim that this kind of leadership advances wider social and environmental goals in addition to improving organizational performance.

J. Suresh Kumar (2023): India's welfare schemes, such BBBP and NREGS, have raised household incomes, improved children's education, and increased economic participation—all of which have greatly boosted women's empowerment. Research by Molyneux (2018) and Kabeer (2015) highlights these beneficial effects.

Emmanuel ugbedeojo Ameh (2023): Studies underscore the pivotal function of women in Nigeria's peacekeeping and sociopolitical leadership, associating their engagement with enduring peace and national unity. Research highlights that although women play a major role in community development, conflict prevention, and settlement, they are frequently left out of official peace procedures.

Abreham Adera &Lamessa T. Abdisa (2023): Ethiopian women's access to savings and credit has increased as a result of initiatives to support financial inclusion, allowing many of them to launch enterprises. However, obstacles like poor infrastructure, societal hurdles, and limited financial literacy—particularly in rural areas—hinder full financial inclusion.

Emmanuel Ameh (April 2023) In their study for the paper "Women Inclusiveness in Socio-Political Leadership and Peacebuilding as Panacea to National Development and Cohesion in Nigeria," Conceptual Clarification, Peacebuilding, and National Development are stated in the technique. Inclusion of Women in Peacebuilding The goal of scholarly works that have begun to examine the vital role that women play in international peacebuilding is to evaluate the role that women play in peacebuilding and to promote women's involvement in peace negotiations and conflict resolution processes, recognizing their distinct perspectives and contributions. The literature, especially in Nigeria, emphasizes how important it is for women to be included in peacebuilding and sociopolitical leadership for the growth and cohesiveness of their country. Studies show that peace sustainability and gender parity in political leadership are correlated (Gizelis, 2009).

Women's significant contributions to conflict prevention, resolution, and post-war reconstruction are emphasized by the UN, which links their active involvement to more fruitful and long-lasting peace initiatives (UN, 2000; 2016). Though they are deeply involved at the grassroots level and have unique perspectives on community development and human security, women are frequently systemically excluded from peacebuilding processes (Does & Elliogott, 2012; O'Reily et al., 2015). The efficacy of peace initiatives is impeded by this exclusion. Women's leadership and views can be incorporated into negotiations and policy implementations to produce more complete and credible peacebuilding outcomes that support national development and sociopolitical stability (Randall, 1987; Anderson, 2016). Therefore, in order to improve Nigeria's social cohesion and development, the present discourse advocates for operationalizing women's inclusion.

Franziska Schmitt (November2020) In the study of the paper “Spotlight on Women in Tech: Fostering an Inclusive Workforce when Exploring and Exploiting Digital Innovation Potentials” the aim is to assess the level of women's representation and participation in Niger Delta community government institutions. The study assesses the performance of 19 GMoU clusters based on SPDC's Community Transformation and Development Index (SCOTDI) from 2009 to 2013, using the Global Memorandum of Understanding (GMoU) from Shell Petroleum Development Company (SPDC) as a reference. this study used a qualitative research methodology appropriate for its descriptive and exploratory nature to examine women's representation and engagement in community government institutions in the Niger Delta.

Data collection:Five Shell employees involved in the implementation of GMoU were interviewed. Ten NGOs who mentored the clusters were represented in the focus group discussions (FGD). It involved: NGOs: Reneva International, Lite-Africa, SHERDA, Accord for Development, Pro Natura International (Nigeria), Youth Advancement Initiatives.

Clusters: RA, Bassan, Abuo/Odual, Emohua, Degema I, Etche I, Nembe, Ikwere, Andoni, and so on.Explored ThemesThe GMoU's usefulness in inclusive government. Difficulties in putting GMoU into practice

. Women's involvement and ways to improve it. Analysis: To be in line with the goals of the study, content analysis was used to examine data from FGD and interviews. With a particular emphasis on women's engagement, the study assessed the effectiveness of GMoU clusters based on inclusivity, governance, and transparency. Important conclusions consist of: The study used the GMoU model from SPDC as a case study to examine women's representation and participation in Niger Delta community governance institutions. A strong correlation between inclusion, transparency, and good governance in the highest-performing clusters suggests that integrating women into governance structures enhances governance and development. But issues like capacity, authority, and incentive disparities affect how well women are represented. In general, the GMoU model successfully tackles issues of development and governance in areas wealthy in natural resources, such as the Niger Delta. Through the acceptance and participation of all society groups, it promotes equity, inclusivity, and collaboration, which in turn advances natural resource management, national growth, and peaceful coexistence.

Juan Meng (2021) In their study for the paper “Inclusive leadership and women in public relations” This literature discusses the barriers to women's leadership in public relations and explores inclusive leadership as a potential solution to these challenges. Women, particularly women of color, face significant obstacles in advancing to leadership roles due to historical and societal factors rooted in gender and racial stereotypes. Despite efforts in diversity management, such as recruiting and retaining diverse individuals, women still encounter pay gaps, limited leadership advancement opportunities, and struggles to be valued in decision-making processes. Inclusive leadership has emerged as a theoretical construct emphasizing the importance of leaders' inclusive behaviors in welcoming and valuing individual contributions. However, its application to public relations, especially for women and racial minorities, remains limited. The document proposes inclusive leadership as a framework to address these diversity challenges and develops a theoretical model to predict its role in shaping organizational environments, enhancing diversity climate, and practicing participative leadership. This model aims to demonstrate the impacts of inclusive leadership on women’s perceptions of empowerment and career growth opportunities. The literature review highlights the need for more research on inclusive leadership's impact on women in public relations and its potential in empowering historically marginalized and underrepresented groups in the field.

Mbukanma (**May 2021**) In their study for the paper “"Theoretical Exploration on Improving Women’s Inclusiveness and Participation” The literature review in the provided document discusses the Study of South African Foreign Policy Decision-Making," published in Gender & Behaviour Vol 19 No 1 in May 2021, addresses the persistent under-representation of women in South African foreign policy decision-making. The review highlights the significant gender disparity within the Department of International Relations and Cooperation, despite the appointment of a female minister. Theoretical frameworks such as Intersectionality Theory and Kanter's Theory are utilized to explore the barriers to women's inclusiveness and participation, identifying challenges like cultural norms, religious practices, financial constraints, political impediments, and family responsibilities. The literature suggests that improving women's representation in decision-making roles requires a multifaceted approach, including the implementation of gender quotas, women's empowerment initiatives, and increased activism. The review underscores the need for policy changes and the adoption of inclusive practices to enhance women's participation in both political and foreign policy spheres in South Africa.

Chioma Toni-Duruaku (**2017**) In their study for the paper **"literature for women inclusiveness: the example of j.p. clark's the wives' revolt".** The review emphasizes how literature serves as a reflection of societal norms and an instrument for social change. By analyzing "The Wives' Revolt," the paper highlights the potential of literary works to challenge gender disparities and advocate for gender equality. The play portrays the struggle of women in the Erhuwaren community who revolt against their marginalization, thereby symbolizing the broader fight for women's rights. This analysis underscores the importance of integrating women's perspectives and experiences into societal development efforts, aligning with the fifth Sustainable Development Goal of gender equality. The review concludes that achieving gender equality in Nigeria necessitates the active participation and collaboration of both men and women, as exemplified in Clark's literary work.

Navjeet Kaur1, Dr. Pallvi Arora2 (2020) The literature on gender diversity and inclusion shows how important it is for businesses to recognize the role that gender performs in promoting growth and performance. Studies reveal that companies that welcome and value gender diversity usually do better financially and in terms of creativity and problem-solving skills. Research shows that more gender diversity in leadership positions is positively correlated with improved company performance. Examples of these studies are those conducted by McKinsey & Company (2019) and Catalyst (2020). Diverse teams are frequently more adept at understanding and satisfying the various wants of their customers, which increases their market share and encourages innovation. In addition, inclusive organizations have greater rates of employee retention and satisfaction.

Shore et al. (2018) discovered that a welcoming atmosphere fosters a sense of value and respect among others, which raises morale and lowers turnover. Better decision-making processes are also associated with the implementation of gender diversity and inclusion policies. Multiple perspectives upend preconceived notions and create deeper and useful answers (Page, 2007). Recent events highlight the necessity it is for organizations to go beyond symbolic gestures and make real, significant adjustments that promote diversity. In order to do this, it is necessary to eliminate systemic prejudices, increase representation, and foster an environment whereby every employee can succeed. The evolving marketplace implies that the ability of businesses to use gender diversity and inclusivity as strategic assets will become increasingly crucial when assessing organizational growth in the future.

J.Suresh Kumar (2023) The body of studies on women's empowerment in relation to India's welfare programs highlights the way particular policies may have an unprecedented impact on inclusive growth. According to research, gender equality welfare programs including the National Rural Employment Guarantee plan (NREGS), the Beti Bachao Beti Padhao (BBBP) plan, and different microfinance programs have had a major impact on social advancement and economic participation. Studies by Kabeer (2015) and Molyneux (2018), for example, show that women's increased economic participation has improved household incomes and children's educational outcomes. In addition, there are broader cultural benefits tied to such endeavors, such as lessened gender gaps and improved community resilience.

For example, investigations conducted in 2021 by Das Gupta and Sivasankaran demonstrate that women's participation in charitable groups and local government has However, these courses' efficacy varies and frequently rely on sociocultural aspects and implementation obstacles unique to the local area. Despite advancements, research from recent assessments indicates that systemic problems including bureaucratic inefficiency and patriarchal attitudes continue to impede these programs' potential from reaching its full potential. In summary, the current discussion highlights the fact that although India's welfare initiatives have made significant strides towards women's empowerment, more work has to be done to guarantee that these policies are successfully carried out and refined in order to ensure that inclusive growth is encouraged.

Sunaina Kumar (2022) The literature on financial inclusion of women in India highlights significant strides and persistent challenges in enhancing women's access to financial services. Research indicates that while there has been notable progress through initiatives like the Pradhan Mantri Jan Dhan Yojana (PMJDY) and various microfinance programs, gaps remain in achieving comprehensive financial inclusion for women. Studies such as those by Sinha and Kaur (2021) reveal that these initiatives have successfully increased women's access to savings accounts and credit facilities, contributing to greater economic participation and empowerment. Evidence also points to the persistence of certain hurdles, such as low levels of financial literacy, social and cultural limitations, and insufficient access to official financial institutions in rural areas. For example, research by Sahoo and Dey (2020) highlights that although more women are creating bank accounts, socioeconomic hurdles and a lack of specialized financial products frequently make it difficult for them to get and use credit successfully. Furthermore, research by Sharma and Sriram (2022) emphasizes that access alone is not the only factor in women's financial inclusion; quality financial services and the capacity to use them to further economic growth are also important considerations. In order to effectively address these structural difficulties, financial inclusion plans must provide gender-sensitive financial products, improve financial literacy programs, and expand the reach of financial.

Abreham Adera &Lamessa T. Abdisa (2023) A large amount of literature on Ethiopian women's economic empowerment and financial inclusion shows that efforts to increase women's access to financial services have led to unsuccessful outcomes. Studies reveal that measures aimed at promoting financial inclusion, like the founding of community banks and microfinance organizations, have played a major role in expanding women's access to credit and savings. Studies by Adera and Abdisa (2023), for instance, show how these programs have helped many Ethiopian women start businesses. Still, there are obstacles in the way of complete financial inclusion. Literature-based evidence indicates persistent issues such low financial literacy, sociocultural norms, and inadequate infrastructure, especially in rural areas. Research by Eniola and colleagues (2022) highlights that although women are using financial services. Likewise, achieving economic empowerment depends critically on the caliber of financial services and a development of financial products that are suitable for the needs of women. As to research by Tesfaye (2021), gender-sensitive financial products and increasing women's financial literacy are key components of a really effective financial inclusion strategy. In conclusion, the research highlights that even though Ethiopia has achieved significant progress toward women's financial inclusion, more work is still required to remove structural obstacles and guarantee that financial services actually help women become financially successful.

Carmen Maganda (2022) Leadership, Inclusivity, Education, and Sustainability "Leadership and Development: Inclusiveness, Education, and Sustainability" (2022) provides a thorough examination of the ways in which inclusive leadership and educational approaches are essential to accomplishing sustainability objectives. Numerous important themes and trends are highlighted in the literature studied in this collection. An increasing amount of scholarly literature highlights the significance of inclusive leadership in promoting sustainable development. Leaders that place a high value on inclusivity typically cultivate diverse teams that offer a variety of viewpoints and creative solutions to challenging issues. According to research by Kauffer and Ros Cuellar (2022), inclusive leadership improves organizational performance while also having a positive impact on wider social and environmental goals. For example, inclusive decision-making procedures support more equal resource allocation and address systematic injustices.

Hemanth Kumar Shiva (2021) Literature also emphasizes how important it is for businesses to put in place strategies and policies that support gender equality and give women marketing opportunities for advancement. This covers programs like leadership development, flexible work schedules, and mentorship. In her post from 2021, Jain advocates for taking a more proactive stance in resolving the problems. In conclusion, even though inclusivity and career prospects for women in marketing have improved, more work is still required to remove any remaining obstacles and guarantee that women have an equal chance to develop and succeed in the field.

Isike's (2016) The investigation on women, diversity, and democratic governance in the Niger Delta of Nigeria demonstrates an intricate link between local empowerment and corporate social responsibility, especially when analyzing Shell's community development method. Pursuant to research, Shell has promoted women's participation in local decision-making processes and improved participatory governance as part of its approach to community development in the Niger Delta. According to Isike's (2016) research, although Shell's plan has led to some favorable results, such more opportunities for economic growth and infrastructural development, its effects on female participation and involvement were uneven. Evidence indicates that gender-focused initiatives and collaborations with regional women's organizations are frequently included in Shell's community development endeavours. The goal of these initiatives is to encourage women to become involved in development and governance initiatives.

The literature does, however, clearly highlight several important difficulties. Women in the Niger Delta still face significant obstacles to effective participation in governance disregarding these endeavors. Persistent challenges include deeply entrenched gender norms, restricted access to platforms for decision-making, and insufficient backing for women in leadership roles. While corporate models like Shell's have made advances in incorporating women into development initiatives, systemic and cultural impediments still stand in the way of women's full inclusion and empowerment, based to research by Okafor (2015). In conclusion, although women's empowerment and participatory governance have made some progress in Nigeria's Niger Delta thanks to Shell's community development model, persistent issues show that more comprehensive and culturally aware policies are required to guarantee that women can fully engage in and benefit from governance.

CONCLUSION:

Reviewing the existing articles on Women Inclusiveness helped us to understand its dimensions and applications on modern management era.

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REVIEW OF LITERATURE ON EMPLOYEE WELLNESS

Syed Usman Ghani*1, Megha S Angadi*2, Sujay Dutta*3, Rakshitha P*4

*1,2,3,4First Year MBA Students, RV Institute Of Management, Bangalore, India.

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ABSTRACT

A Review of Literature evaluate the previous studies done on a particular topic. It makes the author to understand the perspective of previous scholarly work and can direct them to understand the topic clearly. The current paper focuses on the earlier scholarly works on employee wellness. It includes a variety of elements related to an employee's physical, mental, and emotional well-being that affect their productivity at work and overall quality of life.

Keywords: Topic, Scholarly Work, Employee Wellness, Review And Literature.

I. INTRODUCTION

A literature review is a critical evaluation and synthesis of previous studies done on a certain subject. It gives a summary of the state of knowledge at the moment, points out knowledge gaps, and highlights important research findings. A literature review serves to place your own study in the perspective of previous scholarly works, showcasing your command of the subject and highlighting the ways in which your work advances the field's current discussion. The term "employee wellness" describes the general health and well-being of employees. It includes a variety of elements related to an employee's physical, mental, and emotional well-being that affect their productivity at work and overall quality of life. Workers who are cheerful and in good health typically produce more than those who are not. Given the numerous advantages it provides for the business, it's a win-win scenario. In addition to raising output, wellness initiatives help lower health risks, boost employee morale and retention, and enhance engagement. A company's performance and employee well-being are positively correlated. An effective employee wellness program should address the mental, physical, emotional, and financial well-being of the staff members. In general, the advantages of putting in place extensive employee wellness initiatives outweigh the expenses.

II. OBJECTIVE

To study the earlier researchers' contribution on Employee Wellness and its effectiveness on Organizational Performance.

III. REVIEW OF LITERATURE ON EMPLOYEE WELLNESS

Muhammad Nawaz Qaisar et al(2018) conducted a research to study the connection between employee wellness and employee productivity. Sample size consists of 108 managers from public sector organization. Results show that businesses with less workplace health initiatives run the risk of employing sicker, less productive workers, and vice versa. They came to the conclusion that encouraging healthy lifestyles through appropriate workplace wellness initiatives can maximise workers' potential for participation at work and their state of health.

Mathieu R. Despard et al (2020) conducted a research to study and examine strength and weakness of two types of work place financial counseling which will promote employee financial wellness. The sample size of the study is 347. The prior study indicates that work place financial counseling and credit building services might be useful in helping employees who are unscored or have low credit rating and can't get cheaper credit. Opportunities to advocate for improved benefits and higher earnings are presented by community collaboration that focus on the financial wellbeing of the employees.

Donel J.Richemond et al (2020) conducted a study to know how wellness initiatives affect college and university staff members' job satisfaction. The study includes a sample size of 1130 employees working in nine different stores of a large retailer. The results include a sample of full or part time college and universities in the united states, did not predict job satisfaction among employees who took part in the wellness programs. They also suggested a connection between work happiness and gender. In addition to years of experience and work happiness, female were more likely than males to have higher level of job satisfaction.

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Ken Zula (2014) focused on describing best guidelines for employee wellness programs among businesses. This study has a sample size of 200 people from a human resource management. This study's optimal procedures for employee wellness programs among businesses and/or organizations are described in this publication. An online survey tool was used to collect convenience sample data from a local human resource management association via email questionnaire with 19 questions about activities, programming, assessment, and effectiveness related to employee wellbeing. The findings showed that empirical literature can be used to generate Best Practice Guidelines. Furthermore, the results show that firms are incorporating best practice standards into their current workplace health initiatives. The majority of firms take part in and engage in workplace wellness initiatives that make use of efficient communication, ongoing improvement, employee accessibility and involvement, and collaboration with pre-existing and established business partnerships. The involvement is one area that needs more analysis and improvement.

Clement S. Bellet et al (2022) focused on paper which presents evidence from a natural experiment on the relationship between positive affect and productivity. This study has a sample size of 1793 people. They used survey reports of employee happiness that they collected on a weekly basis, combined with highly detailed administrative data on the behaviors and performance of all telesales workers at a large telecommunications company. They used variation in a worker's visual exposure to weather while at work to derive quasi-experimental estimates for the causal effect of happiness on productivity. They found that changes in labor productivity, primarily from workers converting more calls into sales and more closely adhering to their schedule, are the primary driver of the strong effect of happiness on sales performance.

Robin Roslender et al (2006) their objective was to highlight employee health as a component of intellectual capital and to explain how it could be able to account for it in ways that depart from accounting's usual focus on costs and valuations. The study was discursive in approach, examining a range of ideas pertinent to visualising employee wellbeing as intellectual capital and how to account for it as such. Employee wellness is an element of primary intellectual capital, which is something that workers bring to their organizations along with their experience, expertise, know-how, leadership abilities, creativity, etc. It is also a component of secondary intellectual capital, which is initiatives aimed at encouraging higher levels of health and fitness among workers. Although employee wellness cannot be valued financially, either individually or collectively, it can be measured in ways that will provide relevant data to a range of stakeholders.

Deborah G. Passey et al (2018) focused on summarizing the research that has been done on managers' support of employee wellness initiatives. Several electronic databases and libraries were used in the search.Using a content analysis, two researchers took the data out of each of the included articles and explained it. The featured articles' quality was graded separately by two researchers. Data were combined according to study design, sample, data collection, important findings, and quality rating to create a summary table. The management structure of a company, the support of senior leadership, their expected roles, health-related training, and their views and beliefs regarding wellness initiatives and employee health are some of the variables that may affect managers' support. Support from managers can have an impact on employee actions, perceptions of support, and corporate culture.

Katherine M. Richardson (2017) this aforementioned research has highlighted the necessity for methodical evaluations, considering the expanding corpus of literature within the domain and the widespread adoption of stress management therapies and mental health wellness programs—traditionally perceived as two separate endeavors. Stress management is increasingly being included in workplace wellness initiatives, according to more recent studies. This paper, which is a part of the special series Journal of Occupational Health Psychology at 20, aims to evaluate recent social and political changes that present new opportunities and challenges for the field by reviewing what was learned from the 2008 meta-analyses and considering what new studies have added to the body of literature.

Srishti Dikshit et al (2023) in this article the revolutionary potential of predictive analytics in fostering a more resilient and healthy workforce in high-pressure work conditions is examined. "Empowering Employee Wellbeing and Developing Resilience in Challenging Work Environments Through Our goal of using data-driven insights to lessen the negative effects of high-pressure work environments and promote an environment where employees flourish is encapsulated in the term "predictive analytics." This study provides a roadmap for organizations to proactively identify stresses, estimate burnout risks, and execute targeted remedies through a

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thorough assessment of predictive analytics technologies and methodology. Employers can customize support systems, optimize workloads, and introduce mindfulness programs that improve employee well-being by gathering and analyzing pertinent data.

Brittany Holcomb (2020) focused on evaluating whether regular involvement in wellness initiatives enhances worker productivity and lowers presenteeism and absenteeism. Workers at the Georgia College Wellness Center who had engaged in wellness initiatives for a minimum of one semester were included in the study. The World Health Organization's Employee Questionnaire and its Health and Work Performance Questionnaire were completed by the participants. SPSS (Version 24) was used to analyze the data to find relationships between self-reported productivity ratings and wellness program participation and presenteeism levels. According to the study's findings, presenteeism and self-reported productivity were not significantly impacted by participation in wellness programs. The results of this study did not support previous research suggesting that wellness initiatives may improve employee productivity and well-being.

Michelle Mayfield (2011) focused on the availability and accessibility of wellness benefits and employee assistance programs (EAPs) in the private and state/local government sectors are examined. The National Compensation Survey (NCS) data for the years 2005 to 2010 shows that, in spite of escalating health care costs, employer-sponsored wellness and health benefits are on the rise. About 30% of employees in the private sector had access to wellness programs in 2010, compared to roughly 45% who had access to EAPs. The article elucidates the disparities in access contingent on establishment size, union status, and geographic location, wherein unionized workers and larger establishments tend to have superior access. On the other hand, employees of state and local governments had greater access rates than those in the private sector, with 73% of them having access to EAPs and 52% to wellness programs in 2010. Federal programs like the "Let's Move" campaign and the Patient Protection and Affordable Care Act are designed to encourage preventative health practices in an effort to slow the rise in medical expenses. The study emphasizes the value of wellness initiatives and EAPs in lowering overall medical costs, as well as the significance of preventative health practices.

Waema Jacqueline Mutheu et al(2024) focused on a selected individual or people' successful fulfillment of tasks to pre-defined acceptable criteria, as set and measured by a supervisor or organization, while effectively and efficiently utilizing available resources in a changing environment, is known as employee performance. Measures aimed at promoting employee wellness boost productivity within the company and foster positive working relationships. The goal of this research is to find out how employee wellness initiatives affect workers' productivity in state parastatals in Nairobi County. System theory and Behavioral Learning theory served as the study's guiding theories. The study used a descriptive research design since it facilitates the production of quantifiable results. 112 personnel in HR Directorates of State businesses made up the target population. The Taro Yamane sample size technique was used to determine the sample size.

Table no 1-Table shows the Author's views on Employee wellness

Author/ Affiliation	Year	Contribution
Brittany Holcomb Georgia College & State University	2020	The impact of wellness initiatives on presenteeism levels was investigated in this study. The study's primary conclusions were that: 1) there is no correlation between the number of wellness programs offered and an employee's degree of presenteeism and 2) there is no correlation between an employee's degree of presenteeism and their self-comparison assessment. In summary, this study did not demonstrate a significant relationship between wellbeing and presenteeism, nor did it demonstrate a relationship between presenteeism and self-perceived productivity.
Mathieu R. Despard , Ellen Frank-Miller , Sophia Fox-Dichter ,	2020	ESSDLs and workplace financial counseling and credit-building services, may aid in the advancement

Geraldine Germain& Matthew Conan Journal of Community Practice		of financial inclusion by assisting employees with low credit scores in strengthening their credit and gaining access to cheaper credit. If services for credit building and financial counselling can be provided in addition to ESSDLs, it could be especially beneficial. For workers with LMI, enhanced working conditions, better benefits, and higher compensation are probably more beneficial than EFWPs. Pay advances and ESSDL demand could be a sign of excessively low or unstable wages. Expectations for EFWPs should be low until policies are changed to improve the financial situation for frontline workers. Furthermore, there exists a possibility for the commercial use of EFWPs.However, as a step toward financial inclusion, ESSDLs might offer some financial relief and assist in upending predatory credit markets. With the increased focus on employee financial wellbeing, now is the ideal time to promote better working conditions, increased salary, and greater benefits for employees with lower marginal incomes (LMI).
Muhammad Nawaz Qaisar, Shahida Mariam, Farooq Ahmad NUML International Journal of Business & Management	2018	Individuals who are in good health are better able to contribute to the goals of their organizations. In light of this, we draw the conclusion that lifestyle decisions affect organizational productivity by impacting a person's capacity for productivity and level of personal well-being. Currently, the general sector organizations have a productivity loss overall because of a lack of productivity and well-being of employees. The findings point to a significant improvement in these domains. Measures of organizational wellbeing have the ability to improve organizational results by maximizing worker productivity and well-being at work. These support in obtaining substantial benefits, increasing output, motivating staff, and controlling expenses. It may gain a great deal from making wellness initiatives a strategic business focus in a in a way that encourages employees to make healthy lifestyle choices with ease.
Ken Zula University of Scranton	2014	Research has been presented in various research studies on employee wellness programs. They attempted to establish the best practice for evaluating and assessing the employees. The best practices were available within the current body of study. The study established a form to assess multiple successful programs. The employees are more likely to participate when leadership demonstrates a commitment.
Donel J.Richemond Open Journal of Business Management	2020	The study's findings showed that professors who did not participate in wellness programs had greater levels of job satisfaction, although participation in

		these programs did not predict employee job happiness Gender disparities suggested that women were generally happier in their jobs than men. The research to fully understand the impact of wellness programs on employee satisfaction, even in the face of prior data demonstrating a positive relationship between health initiatives and work satisfaction.
Clement S.BelletErasmus University Rotterdam Jan-Emmanuel De Neve University of Oxford George WardMassachusetts Institute of Technology	2022	Research adds to the knowledge of the variability in individual productivity by proving a strong positive correlation between job satisfaction and output. Through the integration of data from surveys on visual weather exposure, evidence from weather-induced mood changes, and quasi-experimental estimates of the impact of happiness on sales, we offer a comprehensive explanation of how positive affect can boost productivity. Our findings offer important new understandings into the significance of promoting pleasant emotional states to enhance job outcomes, even as we acknowledge the limitations associated with observational data and instrumental variable approaches. Future studies could verify these findings even more and look into other ways that pleasure affects productivity.
Robin Roslender School of Management and LanguagesHeriot-Watt UniversityEdinburgh Joanna Stevenson Department of Accounting and FinanceUniversity of StirlingStirling Howard KahnSchool of Management and Languages Heriot-Watt University Edinburgh	2006	I employee wellness is integral to both primary and secondary intellectual capital within an organization. As part of primary intellectual capital, it encompasses the inherent attributes employees bring, such as experience, expertise, and creativity. As part of secondary intellectual capital, it includes initiatives aimed at enhancing health and fitness. Although direct financial valuation of employee wellness is challenging, developing relevant metrics can provide valuable insights to stakeholders. Additionally, employee wellness can be effectively tracked through self-reports by organizational participants, offering a further dimension to its evaluation and management.
Kristen Hammerback University of Washington SeattlePeggy A Hannon University of Washington SeattleDeborah Passey University of Utah	2018	The importance of managers' support for employee wellness initiatives is emphasized by this integrative review, which also reveals that a variety of factors, including managers' beliefs, training, senior leadership, and organizational structure, significantly influence this support. Even with the newfound understanding, there are still significant gaps in the research, such as the use of indirect measures of managerial support and the dearth of experimental studies concentrating on middle and line managers. Moreover, an interdisciplinary strategy might be necessary to close these gaps given the multiplicity of research areas. Subsequent studies ought to focus on

		providing a more accurate definition and assessment of management assistance as well as investigating practical tactics in various organizational settings.
Michelle Mayfield Bureau of Labor Statistics	2011	Everywhere, preventive steps are being implemented to tackle the underlying cause of the issue and stop the health care expenditures from rising. In an effort to reduce the need for more medical care and, consequently, higher medical costs—which are frequently reflected in the health insurance premiums that employers and employees pay—preventive measures and healthier habits are being promoted and implemented. According to data gathered from the National Compensation Survey, just a small percentage of workers got benefits in 2010. Employees of state and municipal governments typically have a higher chance of receiving these benefits than those in the private sector.
Srishti Dikshit- Assistant Professor, Department of CSE-AIML at Noida Institute of Engineering & Technology Yashika Grover- Analyst Intern at HSBC Pragati Shukla, , Muskan Gupta - MBA Scholar at Noida Institute of Engineering & Technology Akhil Mishra, Yash Sahu, Chandan Kumar - B.Tech. Scholar at Noida Institute of Engineering & Technology.	2023	This study provides insight into the future direction that companies hoping to create resilient and supportive work environments should take. By utilizing the predictive potential of data-driven insights, organizations can decrease the detrimental effects of high-pressure work environments while increasing employee satisfaction, productivity, and long-term performance. It is imperative to realize that predictive analytics is a powerful instrument, not a cure-all, for workplace enhancement. When used sensibly and responsibly, it can help companies foster an atmosphere where employees can succeed in the face of modern workplace challenges. The research's conclusions support a basic truth that will be important as we embrace the future of work: people are an organization's most valuable resource when it comes to success.
Katherine M. Richardson Pace University	2017	The long-term stability and success of companies can be significantly impacted by the health and well-being of their workforce. As scholars, it is our responsibility to keep expanding on our knowledge while tackling the problems of the present and the future. One way to look at challenges is as chances to develop new primary intervention studies that fill in the gaps in the research. To compile the information and combine the findings into knowledge that can be applied generally, meta-analytic reviews are then required. Furthermore, it's critical to frequently review earlier meta-analyses. Van der Klink, Blonk, Schene, and van Dijk's (2001) initial meta-analysis was updated by Richardson and Rothstein (2008).
Waema Jacqueline Mutheu, Masters Student, Jomo Kenyatta	2024	According to the study's findings, flexible work arrangements significantly and favorably affect

University of Agriculture and Technology Dr. Bore Magdelene Lecturer, Jomo Kenyatta University of Agriculture and Technology		workers' performance in state parastatals in Nairobi City County. Employee performance in state parastatals in Nairobi City County is impacted by flextime, working from home, part-time employment, and staggered hours, according to the findings. The investigation also comes to the conclusion that employee performance in state parastatals in Nairobi City County is positively and significantly impacted by line management training programs. Employee performance in state parastatals in Nairobi City County is influenced by training in performance management, conflict resolution, and issue solving, according to the findings.

IV. METHODOLOGY

This article is secondary data based Review of Literature paper. The authors identified twelve articles from different industries and summarized the major contribution of those articles in this paper.

V. CONCLUSION

This study created an in depth knowledge on Employee Wellness practices adopted in different organization. It enriched the knowledge on employee and their wellness and its effectiveness on organizational performance. To sum up, research on employee wellness offers a range of results that emphasize the advantages and disadvantages of wellness programs in the workplace. Qaisar, Mariam, and Ahmad (2018) suggest that encouraging healthy lifestyle choices can significantly enhance organizational productivity, while some studies, like those by Holcomb (2020), suggest that wellness programs may not have a direct correlation with presenteeism or self-perceived productivity. According to Despard et al. (2020), financial wellness programs are critical, especially for low-income employees. They contend that increased financial stability can play a significant role in an employee's overall sense of wellbeing.

Additionally research by, Bellet, De Neve, and Ward's research from 2022 confirms that job satisfaction has a favorable effect on productivity, highlighting the need of promoting pleasant emotional states at work. But as Richardson (2017) and Zula (2014) note, the success of wellness programs frequently depends on elements like leadership support and ongoing assessment of these endeavors.

Furthermore, research like that conducted by Hammerback et al. (2018) and Roslender et al. (2006) emphasizes the necessity of managerial support and thorough measurements in order to evaluate and maintain employee wellness initiatives. The results of the study conducted by Mutheu and Magdelene (2024) provide more evidence of the need of adaptable work schedules and focused management development for improving worker productivity.

The body of research indicates that although wellness programs can enhance employee outcomes, their effectiveness depends on a number of variables, including as organizational support, financial stability, and the alignment of initiatives with the needs of employees. To better understand how to maximize employee wellness for long-term organizational performance, future research should continue to study these interactions, especially in varied organizational settings.

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REVIEW OF LITERATURE ON GREEN HRM

Likhith EL*1

*1First Year MBA Student, RV Institute Of Management, Bangalore, India.

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ABSTRACT

I paragraph-whereas Green HRM's goal is to goal is to cultivate an environmental responsibility culture among workers and lessen the organization's influence on the environment by implementing and advocating sustainable and eco-friendly practices across HR departments. Hence as an attempt was made by an author to understand the views on Green HRM from the existing literature

Keywords: Green HRM, Literature, Research, Papers And Proceedings.

I. INTRODUCTION

A literature review is an in-depth examination and assessment of the body of published research on a particular subject or question. Books, essays, scholarly articles, conference proceedings, association papers, and dissertations are among the works of literature that are reviewed. It links to significant previous and present research and activities and includes the most relevant papers. It gives background information, context, and an explanation of how your study will advance the topic.

GREEN HRM

The term "green human resource management," or "green HRM," describes how environmental management techniques are incorporated into HRM policies and procedures. The goal is to cultivate an environmental responsibility culture among workers and lessen the organization's influence on the environment by implementing and advocating sustainable and eco-friendly practices across HR departments. It entails implementing eco-friendly HR initiatives that boost productivity, cut expenses, and improve employee engagement and retention. These initiatives, which include electronic filing, carpooling, job-sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, and more, also assist organizations in lowering the carbon footprints of their workforce. Green HR initiatives assist businesses in identifying cost-saving measures without sacrificing their best employees. Putting a strategic initiative focused on green HRM promotes sustainable business practices. Green HR initiatives assist businesses in identifying cost-saving measures without sacrificing their best employees. Putting a strategic initiative focused on green HRM promotes sustainable business practices. It is believed that adopting formal environmental measures and implementing a green HRM culture depend on green behavior.

OBJECTIVE

To study and understand the existing literature reviews on Green HRM practices.

II. METHODOLOGY

This article is a review of literature-based work. The author reviews twelve existing papers on Green HRM and summarized the authors opinion below.

III. REVIEW OF LITERATURE ON GREEN HRM

Dr. Parul Deshwal (2015) conducted research to study the corporate world is shifting the focus from a financial perspective that is business-oriented to one that is competency-based and green. Businesses are becoming more environmentally conscious as the globe shifts to a green economy. The promotion of environmentally friendly workplace practices with each employee's assistance is referred to as "green human resources." Its goal is to raise staff members' awareness of the sustainability issue. Green HR focuses on HR practices that protect the environment and encourage businesses to use their resources sustainably. In turn, this aids companies in reducing the carbon footprints of their workforce through initiatives like online training, virtual interviewing, teleconferencing, carpooling, telecommuting, filing electronically, and recycling.

Ms. Shikha Aggarwal, et al (2015) conducted research to study the green movement centered on environmental protection and preventing numerous natural disasters from occurring is the foundation of green human resource management. The inaugural United Nations (International) Conference on Human Environment, held

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in June 1972 in Stockholm, established the "Magna Carta" on Human Environment, declaring that protecting and enhancing the environment for current and future generations has become a crucial objective for humanity. An emerging concept in management is green human resource management. It explains how an organization's HR policies and environmentally friendly practices can work together to create a sustainable environment and ensure the long-term health of the business, the industry, and the economy. Green is a hue that represents life, development, happiness, friendship, peace, and these days, fashion as well.

Arulrajah, et al (2008) conducted research to study this review's goal is to investigate organizations' use of green HRM practices by drawing on the body of existing literature. It has been widely noted in this developing discipline that more needs to be written on the roles of human resource management (HRM) in the existing literature. It shows that, despite HRM's greater potential and scope for enhancing organizations' environmental performance, a large portion of previous research concentrated on a few HRM functions, such as hiring, training and development, performance evaluation, and reward management. In order to investigate the many green HRM practices under those functions, this evaluation takes into account a variety of HRM functions.

Viola Muster, et al (2011) conducted research to study according to the thesis of this study, employees' dual roles as producers and consumers must be taken into account for green HRM to reach its full potential. Different behaviors are taught to employees in both their personal and professional lives. Given the reciprocal relationships that exist between work and personal life, a "green work-life balance concept" is proposed to support eco-friendly behavior in both spheres of life. Through boosting work motivation and employment retention, for example, the idea provides opportunities not just for the environment but also for the organization and its people. Nonetheless, issues like workers' reluctance to let corporate intrusion on their personal lives must be resolved.

Dr. Douglas Renwick, et al (2008) conducted research to study the integration of environmental management into research practice in human resource management (HRM)—also known as green HRM—is becoming increasingly necessary. A survey of the literature reveals that there is currently no widely accepted procedural framework for green human resource management. In this field, a succinct classification is required to support scholars, investigators, and professionals, since there are sufficient papers available to inform such modelling. This essay adopts a fresh and comprehensive perspective on the literature on green HRM, employing it to categorize the literature according to HRM's entry-to-exit processes (from hiring to firing), highlighting the part HR procedures play in putting green HR policy into action. This article's value resides in its compilation of the body of research in this field.

Dr. K. Mishra, et al (2014) conducted research to study Green HRM is an issue that is now gaining popularity. The need for strategic Green HRM—HRM that integrates environmental management—is growing. The HR department of an organization may play a significant role in supporting an all-encompassing strategy for creating a sustainable culture. The plan calls for making adjustments to the various HR duties, such as hiring, onboarding, training, and development, as well as carrying out performance reviews and setting employee pay. A more comprehensive version of corporate social responsibility is found in HR's green HRM program. By adopting it, in management philosophy, HR policies and procedures, educating people, and putting environmental safety legislation into effect, green human resource management will play a significant role in helping firms address environmental issues.

Gill Mandip (2012) conducted research to study the field of environmental sustainability is becoming more and more popular among academics studying management. The function that HRM systems play in companies aiming to achieve environmental sustainability is rarely examined in research studies, despite its significance to managers, staff, clients, and other stakeholders. As a result, there is an increasing demand for research practices related to green HRM, or human resource management, to incorporate environmental management. Green HR is the use of HRM guidelines to support the cause of environmental sustainability and, more broadly, the sustainable use of resources inside commercial enterprises. Green HRM efforts are a component of larger corporate social responsibility initiatives. Green HR encompasses two key components: knowledge capital preservation and eco-friendly HR procedures.

Deepak Bangwal, et al (2013) conducted research to study business output, technology, and other commercial operations are increasing due to industrialization. This raises the level of living for humans in addition to increasing convenience. However, it also raises ecological hazards, which in turn poses ecological risks to

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human-health.

Now more than ever, people must adopt green behaviors to protect the environment and the planet's most valuable resource—humans. Although it is not an easy effort to green personnel from top to bottom, pro-environmental plans and the practical use of Green Human Resource Management (GHRM) methods have resulted in a favorable outcome toward the Green environment. The GHRM, numerous green human resource practices, and the function of the green human resource process are the main topics of this study.

Jenny Dumont, et al (2016) conducted research to study the Green HRM, or green human resource management, is a relatively new idea that aims to encourage environmentally conscious workplace behavior among employees. This study examined the relationship experimentally. In order to test a conceptual model incorporating the impacts of psychological green climate and individual green values, we first established measurements for green HRM. We next drew on the behavioral HRM and psychological climate literature along with the supplies-values fit theory. The findings showed that whereas green HRM only indirectly promoted extra-role green behavior through the mediation of psychological green environment, it directly and indirectly influenced in-role green behavior. The effect of psychological green climate on extra-role green behavior was influenced by individual green values, whereas the effect of psychological green climate or green HRM on in-role green behavior was not regulated by individual green values.

Opatha et al (2013) conducted research to study the goal of this essay is to present a clear explanation of green human resource management, or green HRM, which is a unique idea—at least in the context of Sri Lanka—and has a lot of potential to benefit businesses, society, and individuals. The article focuses on seven topics: green, greening causes, definition, significance, human resource requirements, greening of HRM functions, and results of selected green HRM research projects. It is intended that the publication would help readers develop a conceptual knowledge of Green HRM and spark interest in future studies.

Shoeb Ahmad (2015) conducted research to study that corporate groups are becoming more and more conscious of the importance of becoming green and using different environmental management strategies. Businesses are moving from a traditional financial structure to a contemporary capacity-based economy that is prepared to investigate green economic aspects of company as the corporate world becomes more global. In modern enterprises, Green Human Resource Management (GHRM) has emerged as a critical business strategy, with HR departments actively participating in the shift to a greener workplace. The report provides a simple definition of GHRM and primarily focuses on the numerous Green Human Resource Practices that firms throughout the world are pursuing.

Kathak Mehta et al (2015) conducted research to study to Concern over environmental sustainability is growing among consumers, governments, management academics, and corporate leaders. In the middle of the stakeholders' fight and the possibilities and difficulties posed by environmental issues, the HRM function participates in the ongoing conversations. Green HRM emerged in the business sphere as a result of the HRM function's growing importance in the pursuit of environmentally friendly business practices. Are HR rules and procedures, or just HR in general, changing to accommodate a new style of working for people? The "green" method? In light of this, the purpose of the study is to elucidate the notion of green human resource management, as well as the firms' strategies, benefits, and policies related to green HRM. Based on data from a few research, the study examines the present trends in green HRM practices in businesses.

Table no 1- Table shows the summary of the author's view on Green HRM

Author	Year	Major Contribution
Dr. Parul Deshwal	2015	The main goals of green HR initiatives have been to increase process competency, decrease and eradicate environmental degradation, and restore HR tools, products, and procedures that will result in increased productivity and lower costs. Electronic filing, virtual interviews and teleconferences, job and transportation sharing, recycling, telecommuting, online training, and the creation of more energy-efficient office buildings were among the outcomes. As people's awareness of the environment grows, businesses are beginning to integrate green initiatives into their daily operations. Eco-friendly HR initiatives boost productivity, cut expenses, and improve employee

		engagement, all of which support an organization's ability to run in an environmentally responsible manner. With the aid of this research article, the growing idea of "green human resource management" has significant importance for both employers and employees.
Ms. Shikha Aggarwal, Ms. Bhavana Sharma Lecturer (HRM), International Management Centre, New Delhi, India. **Lecturer (HRM), International Management Centre, New Delhi, India.	2015	Utilizing an organization's space and infrastructure efficiently is made possible by green HRM practices. It enhances management, staff, and employee-employee interactions by allocating resources and responsibilities for managing and creating environmentally friendly practices that promote sustainability. By promoting actions like carpooling, video conferencing, e-recruiting, using CFC-free air fresheners, recycling, online training programs, etc., it reduces environmental pollution. In addition to being an aspect of HRM, green HRM gives the entire company a fresh perspective. The three main goals of green HR initiatives have been to increase KSA, reduce and eliminate environmental damage, and restore HR product tools and procedures.
Anton Arulrajah Senior Lecturer Department of Management Eastern University Prof. H.H.D.N.P. Opatha Senior Professor Department of HRM University of Sri Jayewardenepura Dr. N.N.J.Nawaratne Senior Lecturer Department of HRM University of Colombo	2008	Based on this analysis, it is reasonable to draw the conclusion that businesses can enhance their environmental performance in a more sustainable way by comprehending and expanding the scope and depth of green HRM practices. Green HRM practices are more effective instruments for transforming businesses and their operations into green ones. Through the implementation of green HRM methods, human resources' green performance, green behaviors, green attitude, and green competences can be shaped and changed. Therefore, we propose requiring organizations to prioritize making every HRM function green.
viola Muster and Ulf Schrader German Journal of Human Resource Management	2011	The research concludes by suggesting that employees' dual roles as producers and consumers of environmental behavior can help Green HRM reach its full potential. Organizations can enhance environmental impact, work motivation, and job retention by promoting sustainable habits in both personal and professional domains through the implementation of a "green work-life balance concept." Nonetheless, it is necessary to handle difficulties such possible employee opposition to business encroachment on personal life.
Dr. Douglas Renwick, University of Sheffield Management School Professor Tom Redman, University of Durham Business School Dr. Stuart Maguire, University of Sheffield Management School	2008	After reviewing the literature on HRM and environmental management (EM), this report provided a process model and future directions for research in green HRM. To sum up, more research on Green HRM could yield fascinating findings for all parties involved in HRM. Employers and practitioners may use these to demonstrate the value of tying employee involvement and participation in environmental management programs to better organizational environmental performance, possibly with an emphasis on recycling and waste management; unions and employees may use them to encourage employers to implement Green HRM policies and practices that protect and improve worker health and well-being; and academics may use them to uncover new information to add an HRM component to the body of knowledge on Green Management in general.
Sushma Rani (PhD Scholar),	2014	The main goals of green HR initiatives have been to increase process

School for Management studies Babasaheb Bhimrao Ambedkar University [A Central University], Lucknow-26025, Dr. K. Mishra (Head & Associate Professor) School for Management studies Babasaheb Bhimrao Ambedkar University [A Central University], Lucknow226025,		competency, decrease and eradicate environmental degradation, and restore HR systems, products, and procedures that result in increased productivity and lower costs. Electronic filing, virtual interviews and teleconferences, job sharing, ride-sharing, recycling, telecommuting, online training, and the creation of more energy-efficient office buildings were among the outcomes. As people's awareness of the environment grows, businesses are beginning to integrate green initiatives into their daily operations. Eco-friendly HR initiatives boost productivity, cut expenses, and improve employee engagement, all of which support an organization's efforts to run in an environmentally responsible manner.
Gill Mandip Maharaja Ranjit Singh College of Professional Sciences, Indore, MP, INDIA	2012	As a result of its emphasis on enhancing operational effectiveness and technological advancements, ITC is the only business of its size and variety in the world to have reached the benchmarks of being water positive, carbon positive, and nearly 100% recyclable solid waste. A few accolades for these efforts and accomplishments are the "Three Leaves" rating from the Center for Science and Environment, the "Green Tech Environment Excellence" award, the "Golden Peacock" award, the "Solid Waste Recycling Positive" award, and the "Excellent Water Efficient Unit" award. For all of the HRM stakeholders, the future of green HRM seems bright. Employers and professionals can determine the benefits of establishing a connection between employee involvement and Journal of Recent Sciences Research
Deepak Bangwal, Prakash Tiwari a Department of Management Studies, DIT University, India	2013	This article seeks to shed light on how employees and their organization's activities and behavior impact the environment and how Green HRM can benefit them. Workers pick up a lot of knowledge from both their personal and professional lives, and as a result, their conduct changes depending on the situation. Only until green HRM is successfully implemented throughout the company will this be achievable. It seems to reason that a company would draw in customers by providing Green HRM practices, and that putting these practices into effect would enhance workers' attitudes and behaviors there. In order for Green HRM to produce the desired results, further study must offer empirical support.
Jenny Dumont	2016	To sum up, the study conducted an empirical test to see how green HRM (green human resource management) affected green behavior among employees. It was discovered that Green HRM promotes extra-role green behavior through a psychological green environment, as well as directly and indirectly influencing in-role green behavior. The association between extra-role green conduct and psychological green climate was shown to be moderated by individual green values, but not by in-role behavior. This implies that while Green HRM encourages both kinds of green behavior, the methods and influences are different, emphasizing the intricate interactions that support workplace sustainability between HR procedures, the psychological environment, and personal beliefs.
Prof. HHDNP Opatha Senior Professor Department of HRM	2013	It is true that there are still a lot of unanswered questions about green human resource management, and more theoretical and empirical

University of Sri Jayewardenepura		research is required to expand our understanding of the subject. Although research on green human resource management (HRM) began in the 1990s internationally, there are no empirical studies on the subject conducted in Sri Lanka. The development of valid and trustworthy instruments will present researchers with significant obstacles, chief among them being the conceptualization and operationalization of diverse constructs in the field of green human resource management.
Shoeb Ahmad	2015	To summarize, Green HRM refers to the growing trend of HR departments integrating environmental sustainability into their policies and practices. This change is a reflection of how important it is becoming for businesses to include green practices into their missions in order to reap the benefits of improved productivity, lower costs, and happier workers. Green HRM is still in its infancy, but its emphasis on recycling, waste reduction, and lowering carbon footprints is starting to take off. In order to support company sustainability objectives, attract candidates who care about the environment, and promote green practices, HR managers are essential. In order to close knowledge gaps between theory and practice and eventually promote more sustainable corporate practices and a healthier environment, future research should examine the overall effects of green human resource management.
Kathak Mehta Nirma University, Students; Institute of Management, Nirma University Pawan K. Chugan Nirma University - Institute of Management; AIIM - Ahmedabad; SPM - PDPU	2015	In conclusion, including environmental sustainability into HR procedures has become increasingly important with the advent of green human resource management, or green HRM. Green policies that support environmentally friendly operations, improve business reputation, and increase employee involvement are being adopted by organizations at an increasing rate. This progression demonstrates that Green HRM not only supports environmental goals but also adds to long-term business performance, reflecting an increasing commitment to sustainability. Businesses are setting the standard for building a more sustainable future by integrating green concepts into HR operations.

IV. CONCLUSION

Green HRM is more about the HR roles and procedures and the individual perception and styles on working Green. By this work as an author and understand about the modern green practices adopted in organization with special reference to Human Resource Department.

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JOB ENRICHMENT – STRATEGIES: A REVIEW OF LITERATURE

Ajeya K*1, Rudraprasad N*2, Rakesh Gowda*3, Vithesh S Suvarna*4

*1,2,3,4First Year MBA Students Of RV Institute Of Management, Bengaluru, India.

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ABSTRACT

The literature will inform you about previous researchers chosen subject. An effective literature review is more than the list of sources; it is an effective instrument to understand the research gap. This article identified 12 reviews on the topic of job enrichment – strategies and discusses about the topic.

Keywords: Literature, Subject, Sources, Research And Articles.

I. INTRODUCTION

A literature review is a summary of everything written about a specific topic, theory, or research question. "Literature" refers to "information sources." The literature will inform you about previous research on your chosen subject. This is significant because we do not want to repeat previous research unless there is a compelling reason to do so (for example, a new development in this area, testing a theory with a new population, or simply determining whether the research can be replicated). Literature reviews are typically used as a foundation for larger works (for example, as part of a research proposal), but they can also stand alone. An effective literature review is more than just a list of sources; it analyzes and synthesizes information on key themes or issues.

Job enrichment is a method of motivating employees by giving them more responsibility and variety in their jobs. Many employers have traditionally believed that money was the only true motivator for employees, and that if you wanted to get more work out of them, you had to pay them more. While this may be true for a small group of people, the vast majority of today's workers enjoy working and being appreciated for their efforts. Job enrichment—allowing employees to have more control in planning their work and deciding how the work should be accomplished—is one way to tap into the natural desire most employees have to do a good job, to be valued for their contributions to the company, and to feel more like a member of the team.

II. OBJECTIVE OF THE STUDY

To understand about the earlier research work on job enrichment – strategies and to identify the research gap.

III. REVIEW OF LITERATURE ON JOB ENRICHMENT

Shaik Azeez et.al (2020) titled “Shaik Azeez A Critical Review of Impact of Job Enrichment and Employee Performance, Motivation and Productivity” explores the impact of job enrichment on employee performance, motivation, and productivity. The introduction defines job enrichment as a strategy to enhance job content, increase employee satisfaction, and ultimately improve performance. The article doesn't explicitly outline a specific methodology, research design, sample techniques, or sample size. Instead, it presents a critical review of existing research on job enrichment and its impact on employee performance, motivation, and productivity. It examines the relationship between job enrichment and employee performance, highlighting the key dimensions of job redesigning, such as task variety, task identity, task significance, autonomy, and feedback. It also explores the role of motivation in employee behavior, emphasizing the importance of factors like goal-oriented behavior, self-esteem, and organizational support. The conclusion summarizes the findings, emphasizing the positive relationship between job enrichment and employee performance, motivation, and productivity. It highlights the importance of empowering employees, providing them with autonomy, and fostering a supportive work environment to enhance their performance and commitment to the organization.

K. R. Pillai, MSNIMT et.al (2012) titled “Factors Underlying Job Enrichment among Expatriate Employees: A Regional Perspective” investigates the factors underlying job enrichment among expatriate workers in the Middle East, specifically in Bahrain, Saudi Arabia, and the UAE. The research draws upon Herzberg's motivation-hygiene theory and Hackman and Oldham's job characteristics model, which emphasize the importance of job enrichment for employee motivation and engagement. The study employs an exploratory research design using a survey method with a structured closed-ended questionnaire. A non-probability

sampling technique, primarily judgment sampling, was used to select 146 respondents from various nationalities. Data was collected through direct personal contact, emails, and mail questionnaires. The data was analyzed using factor analysis, specifically principal component analysis with varimax rotation, to identify the factors underlying job enrichment. The study found six key factors: Policy Matters, Self-regard, Task-related, Degree of Decentralization, Contentment, and Work Environment. The conclusion highlights the importance of job enrichment as a continuous process for organizational excellence, emphasizing the need for management to ensure its prolongation.

Fred C. Lunenburg et.al (2011) titled "Motivating by Enriching Jobs to Make Them More Interesting and Challenging" explores the concept of job enrichment as a strategy to enhance job content and boost employee motivation. It draws upon the work of Frederick Herzberg, Richard Hackman, and Greg Oldham, who developed the Job Characteristics Model (JCM). The article presents the JCM, outlining its five core job characteristics: skill variety, task identity, task significance, autonomy, and job feedback. These characteristics contribute to three critical psychological states: experienced meaningfulness of work, experienced responsibility for outcomes, and knowledge of the actual results of work activities. The article reviews existing research on the JCM, highlighting its application in various work settings and its impact on employee outcomes. It also discusses the use of the Job Diagnostic Survey (JDS) to measure the motivating potential score (MPS) of a job. The article does not specify a particular study or research design with a specific sample technique or size. Instead, it summarizes findings from various empirical studies conducted in different work settings. The article presents a theoretical framework, the JCM, which outlines the relationships between job characteristics, psychological states, and employee outcomes. It emphasizes the importance of considering moderators such as knowledge and skill, growth-need strength, and context satisfaction when implementing job enrichment strategies. The article concludes that job enrichment, as outlined by the JCM, is a valuable strategy for enhancing job content and motivating employees. It emphasizes the importance of understanding the relationships between job characteristics, psychological states, and employee outcomes, as well as the role of moderators in influencing these relationships. The article suggests that managers can use the JCM to design jobs that are more motivating and engaging, leading to improved employee performance and satisfaction.

Dr. A. Narasima Venkatesh et.al (2023) titled "Impact Of Job Enrichment on Work Motivation of Non-Teaching Staff in Private Higher Education Institutions of Punjab" investigates the relationship between job enrichment, work motivation, and employee retention among non-teaching staff in private higher education institutions of Punjab. The study aims to fill the gap in existing research by focusing on this specific context and utilizing a comprehensive approach. The study employs a quantitative research approach using a questionnaire survey to collect data from 150 non-teaching staff members in private higher education institutions in Punjab. A stratified random sampling technique was used to ensure representativeness. The research model is based on the Job Characteristics Theory, which posits that job enrichment positively influences work motivation, leading to higher employee retention rates. Stratified random sampling was used to select participants from different institutions to ensure representativeness. The questionnaire survey was administered online to the selected participants. The study found significant positive associations between job enrichment, work motivation, and employee retention. The findings suggest that implementing job enrichment strategies can lead to increased motivation and retention, ultimately benefiting the institutions by fostering a more committed and satisfied workforce.

Thafe D.R et.al (2014) titled "Use of Job Enrichment Technique and Human Resource Management Performance, Among Extension Managers in North West Province South Africa" explores the use of job enrichment techniques and their impact on human resource management performance among extension managers in the North West Province of South Africa. It highlights the historical context of agricultural extension in South Africa, emphasizing the need for a motivated workforce to achieve the goals of extension services. The study employed a quantitative research approach using a structured questionnaire to collect data from 30 extension managers randomly selected from the Department of Agriculture and Rural Development database. The questionnaire covered personal characteristics, knowledge of job enrichment techniques, utilization of these techniques, constraints faced, and human resource management competencies and performance. The study utilized a descriptive and inferential statistical approach, employing multiple regression analysis to determine the relationship between independent variables (socio-economic

characteristics) and the use of job enrichment techniques. Data was collected through structured questionnaires containing open and closed-ended questions. Both primary and secondary information was utilized. The study found that while there is a significant relationship between socio-economic characteristics and the use of job enrichment techniques, the overall utilization of these techniques remains low. The study also revealed that extension managers have an average level of knowledge and competency in human resource management. The findings highlight the need for further training and development programs to improve the knowledge and application of job enrichment techniques among extension managers in the North West Province.

Iman Adi MARTA et.al (2020) titled "Job Enrichment, Empowerment, and Organizational Commitment: The Mediating Role of Work Motivation and Job Satisfaction" investigates the impact of job enrichment and employee empowerment on organizational commitment. It also examines the mediating roles of work motivation and job satisfaction in this relationship. The study aims to provide insights for organizations to develop policies that enhance employee motivation, satisfaction, and commitment. The study utilizes a cross-sectional survey design, employing a second-order Partial Least Square (PLS) model and Smart PLS Version 3.0 for analysis. The study focuses on the direct and indirect influences of job enrichment and empowerment on organizational commitment, mediated by work motivation and job satisfaction. The study uses a convenience sampling technique, targeting all employees in the regional office of DJKN Bali and Nusa Tenggara who hold executive positions and have served for at least 4 years. The sample size consists of 102 employees. The study examines nine hypotheses related to the direct influence of job enrichment, empowerment, work motivation, and job satisfaction on organizational commitment. The study finds that job enrichment significantly influences organizational commitment, while empowerment does not. Work motivation and job satisfaction partially mediate the influence of job enrichment on organizational commitment and fully mediate the influence of empowerment. The findings suggest that organizations should focus on job enrichment to improve employee commitment, and that empowerment programs should be designed to motivate and enhance job satisfaction.

Dr. Supriya Choudhary et.al (2016) titled "Job enrichment: A tool for employee motivation" explores the concept of job enrichment as a fundamental tool for improving employee motivation and organizational growth. It highlights the shift from traditional monetary incentives to a focus on employee autonomy, control, and recognition in today's competitive environment. The article presents a literature review on job enrichment, drawing upon various studies and theories. It also introduces the Job Characteristics Model developed by Hackman and Oldham (1976), which identifies five core job characteristics that contribute to employee motivation and satisfaction. The article does not explicitly state a specific research design. However, it presents a conceptual framework based on the Job Characteristics Model and explores the effects of job enrichment on employee motivation and retention. The article does not mention any specific sample techniques or sample size. It focuses on providing a general overview of job enrichment and its impact on organizations. The article relies on a literature review and existing research findings to support its arguments. It does not mention any primary data collection methods. The article concludes that job enrichment is a valuable tool for enhancing employee job satisfaction, preventing staff turnover, and improving organizational performance. It emphasizes the importance of balancing job responsibilities with enrichment opportunities to create a motivated and engaged workforce.

Laurel A. McNall et.al (2010) titled "A Meta-Analytic Review of the Consequences Associated with Work–Family Enrichment" investigates the positive relationship between work-family enrichment (WFE) and family-to-work enrichment (FWE) and various work, family, and health-related outcomes. It utilizes Greenhaus and Powell's (2006) model of work-family enrichment, drawing upon social exchange theory and conservation of resources (COR) theory to explain the observed relationships. The study searched multiple databases and contacted researchers for relevant studies. Inclusion criteria included empirical studies with at least one variable of interest and correlations or data allowing for correlation computation. The study employed a meta-analytic approach using Hunter and Schmidt's (2004) procedures and Schmidt and Le's (2004) software. Correlations were corrected for sampling error and measurement error. Moderator analyses were conducted for variables like sex and construct label. The study included both published and unpublished studies, with a focus on studies published after 2006. The majority of studies included predominantly female samples. The final sample size for WFE analysis was 54 correlations from 21 studies, and for FWE analysis, 57 correlations from 25 studies. The

study examined the relationships between WFE/FWE and various outcomes, including job satisfaction, affective commitment, turnover intentions, family satisfaction, life satisfaction, and physical/mental health. The study found positive relationships between both WFE and FWE and work-related, non-work-related, and health-related outcomes. WFE was more strongly related to work-related variables, while FWE was more strongly related to non-work-related variables. Moderator analyses suggested that sex and construct label influenced the strength of these relationships. The study highlights the importance of considering enrichment strategies in organizations to improve employee well-being and organizational outcomes.

Sanda, A.O. et.al (2015) titled "Effect of job enrichment on employee satisfaction in selected private universities in south-west Nigeria" investigates the impact of job enrichment on employee satisfaction among non-academic staff in private universities in South-West Nigeria. The research employed a descriptive survey design, using a structured questionnaire to gather data from 547 non-academic staff members across seven private universities. A multi-stage sampling technique was used to select the sample. The study found a significant positive relationship between job enrichment and employee satisfaction, with job enrichment explaining 44% of the variation in employee satisfaction. The study concludes that job enrichment is a strong predictor of employee satisfaction and recommends that university management continue to implement and refine job enrichment programs to enhance employee satisfaction, commitment, and performance.

Dr. Ada Mac-Ozigbo et.al (2020) titled "Effect of Job Enrichment on employee performance" investigates the impact of job enrichment on organizational performance, specifically focusing on non-teaching staff at the University of Abuja. The study aims to understand the relationship between job enrichment and employee performance, as well as the effect of job enrichment on employee attitude towards change. The researchers employed a descriptive research design, utilizing a questionnaire distributed to a randomly selected sample of 197 non-teaching staff members. The questionnaire, designed using a Likert scale format, was pre-tested for validity. Data analysis involved Pearson moment product correlation coefficients to test the hypotheses. The findings revealed a significant positive correlation between job depth, job training, and core job dimension elements of job enrichment and organizational performance. However, no correlation was found between motivators' elements and performance. The study concludes that job enrichment is a crucial tool for motivating employees and enhancing organizational performance, particularly through increased recognition of task significance. The researchers recommend that organizations implement job enrichment programs, consider individual differences in motivation, and ensure fair compensation to foster employee morale and productivity

Deepa Kittur et.al (2024) titled "Systematic Review of The Impact of Job Enrichment on Employee Motivation, Job Satisfaction, Employee Performance and Turnover Intentions" investigated the impact of job enrichment on employee motivation, job satisfaction, performance, and turnover intentions. The study analyzed 22 articles published between 1999 and 2024, focusing on the influence of job enrichment determinants (skill variety, task significance, job autonomy) on employee motivation and job satisfaction, investigating turnover intentions, and studying the impact of job enrichment on employee performance. The review concluded that job enrichment positively influences employee motivation, job satisfaction, performance, and reduces turnover intentions, highlighting the importance of implementing job enrichment strategies for organizational success.

Khanh-Linh NGUYEN et.al (2024) titled "Human resource practices and organizational support as the determinants in enhancing Vietnamese retail employee engagement: the mediating role of job enrichment" investigates the impact of HR practices and organizational support on employee engagement in the Vietnamese retail sector. The research aims to understand both the direct and indirect effects of these factors, with job enrichment acting as a mediating variable. The study employs a quantitative approach using a survey of 796 full-time retail employees in Vietnam. Data analysis is conducted using SmartPLS 3.3.3, a software designed for handling complex structural models. The study finds that while general HR practices do not directly influence employee engagement, they have a fully mediated effect through job enrichment. Organizational support, on the other hand, has both direct and indirect effects on employee engagement, with job enrichment partially mediating the relationship. The study concludes that organizations should prioritize both strategic HR practices and operational support, recognizing the crucial role of job enrichment in fostering employee engagement.

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Table no 1- Table shows the Author's contribution on job enrichment

Author	Year of Publication	Major Contribution
Deepa Kittur, Dr. M. Ramesh	2024	Positive Influence on Employee Motivation and Job Satisfaction: The study highlights that job enrichment, through elements like skill variety, task significance, and job autonomy, significantly boosts employee motivation and job satisfaction.
Khanh-Linh NGUYEN, Massoud MOSLEHPOUR, Hania AMINAH, Jovi SULISTIAWAN	2024	Dual Impact of Organizational Support: Organizational support positively influences employee engagement both directly and indirectly, with job enrichment serving as a partial mediator. Crucial Role of Job Enrichment: Job enrichment is essential in enhancing employee engagement, acting as a critical mediator between HR practices and organizational support.
Shaik Azeez	2020	Empowerment and Supportive Work Environment: The findings stress the importance of empowering employees through autonomy and providing a supportive work environment. Enhanced job content and increased employee satisfaction lead to better job performance. Factors such as goal-oriented behavior, self-esteem, and organizational support are crucial in motivating employees.
K. R. Pillai, A. Masood, S. S. Amoodi, K. Husain, R. Koshy	2012	The study identifies six key factors underlying job enrichment among expatriate employees in the Middle East, including Policy Matters, Self-regard, Task-related aspects, Degree of Decentralization, Contentment, and Work Environment. Emphasizing Herzberg's motivation-hygiene theory and Hackman and Oldham's job characteristics model, the research highlights the importance of continuous job enrichment for achieving organizational excellence.
Fred C. Lunenburg	2011	The study highlights job enrichment through the Job Characteristics Model (JCM), focusing on enhancing job content to boost employee motivation by incorporating skill variety, task identity, task significance, autonomy, and job feedback. The article emphasizes understanding the relationships between job characteristics, critical psychological states, and employee outcomes, and considers moderators like knowledge and skill, growth-need strength, and context satisfaction in job enrichment strategies
Dr. A. Narasima Venkatesh, Dr. Somanchi Hari Krishna, Dr. Shaik Rehana Banu, Dr. Shebin Sharief, Dr. Anand Bethapudi	2023	The study investigates the relationship between job enrichment, work motivation, and employee retention among non-teaching staff in private higher education institutions of Punjab, using a quantitative research approach with a questionnaire survey. The study finds significant positive associations between job enrichment, work motivation, and employee retention, suggesting that job enrichment strategies can enhance motivation and retention, benefiting the institutions with a more committed and satisfied workforce.
Thafe D.R, Oladele O. I	2014	The study significantly contributes to the understanding of how job enrichment techniques impact human resource management

		performance among extension managers in South Africa's North West Province. It reveals that while socio-economic factors influence the use of job enrichment, the overall application remains low, indicating a gap in practical implementation. Furthermore, it underscores the necessity for targeted training programs to enhance extension managers' knowledge and competency in job enrichment and human resource management.
Iman Adi MARTA, Wayan Gede SUPARTHA, Gusti Ayu Manuati, DEWI, Made Artha WIBAWA	2021	The study provides valuable insights into how job enrichment and employee empowerment impact organizational commitment, highlighting that job enrichment significantly enhances commitment, while empowerment does not have a direct effect. It identifies work motivation and job satisfaction as critical mediators in these relationships, offering organizations a clear pathway to improve commitment by focusing on job enrichment and designing empowerment programs that boost motivation and satisfaction. This research underscores the importance of targeted strategies in fostering a committed workforce.
Dr.Supriya Choudhary	2016	The article underscores job enrichment as a key strategy for enhancing employee motivation and organizational growth by shifting focus from monetary incentives to increased autonomy, control, and recognition. By leveraging the Job Characteristics Model, it demonstrates how core job characteristics drive motivation and satisfaction, and it highlights the critical role of job enrichment in improving job satisfaction, reducing turnover, and boosting overall organizational performance. This conceptual framework provides a comprehensive understanding of how enriching job roles can create a more engaged and motivated workforce.
Laurel A McNall, Jessica M Nicklin, Aline D Masuda	2010	This paper provides a quantitative review of the relationship between work-to-family enrichment (WFE) and family-to-work enrichment (FWE) and various outcomes, filling a gap in the literature by focusing on the positive side of the work-family interface. The study finds that both WFE and FWE are positively associated with work-related, non-work-related, and health-related outcomes, suggesting that participation in one role can enrich the quality of life in another. The study also finds that the direction of enrichment matters, with WFE having a stronger effect on work-related outcomes and FWE having a stronger effect on non-work-related outcomes.
Sanda A O, Asikhia O U, Magaji Nanle	2015	This study makes a significant contribution by empirically demonstrating the positive relationship between job enrichment and employee satisfaction in the context of private universities in South-West Nigeria. The research provides evidence that job enrichment practices, including increased autonomy, feedback, and task significance, lead to greater employee satisfaction. The findings highlight the importance of implementing and refining job enrichment programs to enhance employee well-being and organizational performance.
Dr. Ada Mac-Ozigbo,	2020	The study makes a significant contribution by demonstrating the positive impact of job enrichment on organizational performance,

Dr. Cross Ogohi Daniel		particularly through elements like job depth, job training, and core job dimensions. It highlights the importance of recognizing task significance in motivating employees and fostering commitment. Furthermore, the research emphasizes the need for organizations to tailor job enrichment programs to individual employee needs and preferences, recognizing that different individuals are motivated by different factors.

IV. METHODOLOGY

This is a review-based research article. This is a secondary based study which tries to comply the earlier research work on the selected topic job enrichment – strategies.

V. CONCLUSION

By this review paper we are able to identify approaches of different authors on job enrichment. Job enrichment is a powerful tool for boosting employee motivation, satisfaction, and performance. By giving employees more responsibility, variety, and control over their work, organizations can tap into their natural desire to do a good job and feel valued. Research shows that job enrichment leads to increased motivation, job satisfaction, and reduced turnover intentions. It also improves organizational performance by fostering a more committed and engaged workforce. However, it's important to tailor job enrichment programs to individual needs and preferences, and to ensure that employees have the necessary skills and support to succeed in their enriched roles.

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WORK LIFE BALANCE OF WOMEN LEADERS: REVIEW OF LITERATURE

G.P Tejishree*1, Vinay R*2, Karthik HN*3, Sujayeendra Vittal*4

*1,2,3,4First Year MBA Students, RV Institute Of Management Bengaluru India.

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ABSTRACT

As result of modernization in business world, many women would able to by-pass the glass ceiling and could reach leadership position. As a women should manage both the career of personal and professional it is quite obvious to face work life imbalance. Hence an attempt was made to study the existing research work on Work Life balance among women leaders and the data was summarized.

Keywords: Modernization, Leadership, Work Life Balance, Persona And Professional.

I. INTRODUCTION

Work-life balance for female leaders is becoming an increasingly important topic in organizational behavior and gender studies. As more women rise to positions of leadership, the issue of juggling work duties with personal and family life becomes more apparent. This study investigates how women in leadership positions balance the pressures of high-stakes careers and personal obligations. It investigates the tactics they use, the support systems available, and the role of company culture on their capacity to attain balance. Understanding these interactions is critical for designing policies and practices that support female leaders and promote equal workplaces.



Figure 1: work-life balance

II. OBJECTIVE

To study and understand the existing research conducted on work life balance among women leaders.

III. REVIEW OF LITERATURE

Sumaira Rehman et al - (2012), published in the paper entitled "Gender and work-life balance: a phenomenological study of women entrepreneurs in Pakistan" initiated their research with the objective of exploring different influencing factors on women's work and family roles in the unique Pakistani socio-economic and cultural environment. The study uses interpretive phenomenological approach (IPA) on a sample of 20 women entrepreneurs and face to face interviews were conducted and the central open ended research questions that guided this research is how women work and family role are experienced in Pakistani culture. The research findings reveal the unique set of challenges arising out of the established societal and family norms which has significant influencers in women's career.

A Rashida Banu et al (2014), published in the paper entitled "Development of an instrument to measure work life balance of IT professionals in Chennai" initiated their research with the objective to understand the employee perceptions of work and personal life balance and to evaluate the effectiveness of work life balance programs provided by IT organisations. Data to develop the scale was collected from 387 IT professionals among premier IT industries in Chennai through Likert's scale and questionnaire. The results were drawn through statistical analysis, descriptive ratings inter correlation and concluded that the solution lies with the

sound planning at individual levels and initiatives from the organisations to aid productivity of the new age employees.

Prof T Ravikumar et al (2014), published in the paper entitled "Emotional intelligence and work life balance of women IT professionals in Bangalore" initiated their research with the objective of examining the role of emotional intelligence on work life balance of women IT professionals in Bangalore city. Survey method through questionnaire is adopted to collect primary data from a sample size of 383 respondents. ANOVA and hypotheses have been used to analyse the data and they concluded that there is a significant impact of emotional intelligence on work life balance of women IT professionals in Bangalore city due to demographic, economic and work-related variables.

Mr. D Babin Dhas et al (2015), published in the paper entitled "Work life balance challenges and solutions overview" initiated their research with the objective of providing human resource professional with an historical perspective, data and possible solutions for organisation and employees. They have collected data results from surveys conducted by various sources in the time frame of 1997-2006 across the world. The research suggests that the work life balance can be improved by flexible work options and employee engagement activities leading to strong communities and productive businesses.

Mudasir Qadir et all - (2019), published in the paper entitled "The challenges of women leadership and management in India" initiated their research with the objective of to examine the extent to which the challenges imposed on women managers performance and their progress to leadership position. The study analysis and investigation aid the direct relationship between family barrier, organization vulture barrier and underinvest in social capital with women manager progression. The findings of the research are consistent with earlier studies do support finding that family related variables and negative stereotype do influence women managers career progression to leadership position.

May Aly Fouad Elariny et al - (2020), published in the paper entitled "Female Leaders and Work life balance within the hotel industry: A conceptual approach" initiated their research with the objective of this study is to explore the effective female leadership and work life balance on firm financial performance. The study uses transformational leadership, stereotyping effect and glass ceiling from descriptive statistics and regression was conducted on the data to show the direction and strength between female leadership, work life balance and firm financial performance.

Shreemathi S Mayya et al (2021), published in the paper entitled "Work life balance and gender difference: a study of college and university teachers from Karnataka" initiated their research with the objective of finding out the gender difference in work life balance among teachers in higher education. It is a cross-sectional study and 263 respondents were the faculty employed on tenure basis of 11 states public universities. They adopted the survey method to collect data by using questionnaire as an instrument. Regression and chi square analysis were adopted to analyse the data and they concluded that the findings suggested implementing work place spirituality and support systems would enhance overall work life balance.

Ting Liu et al - (2021), published in the paper entitled "Women's work–life balance in hospitality: examining its impact on organizational commitment" initiated their research with the objective of investigating the effect of socio-demographic factors on women's work life balance and organizational commitment. This study chose to survey 37 three-star hotels among the east coast of China, total of 525 valid questionnaire were collected and analysed through quantitative approach and descriptive statistics and concluded that time support and work support could accurately affect organizational commitment.

Hemlata Vivek Gaikwad et al (2022), published in the paper entitled "Determination in leadership: a study on women's leadership in Indian government services and armed forces" initiated their research with the objective of promoting diversity, mentoring and redesign of human resource policies for promoting more women to higher positions. It is an open-ended interview of eight women belonging to top leadership position chosen by purposive sampling technique. They adopted descriptive qualitative approach and questionnaires to collect data and concluded by identifying the themes that impact the women leadership irrespective of their race, caste, location or religion.

Sangita Dutta Gupta et al -(2022), published in the paper entitled "Work-life balance on women professionals: impact and implications" initiated their research with the objective of examining the factors that affect work life

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balance of women professionals and how that in turn effect the productivity and economic growth of the country. They have adopted qualitative exploratory study and collected data from 11 women professionals using structured questionnaire. The study concludes that support from family members, friends, neighbour, supervisors and co-workers can help women achieve their work life balance.

Aparna Bahar Kulkarni et al - (2023), published in the paper entitled "A study on barriers to women's leadership in India through ISM" initiated their research with the objective to identify the critical barriers to women's leadership in Indian corporate sector using the interpretive structural modelling (ISM) approach. The study used the Delphi technique to identify and to understand the casual relationship and ranked them based relevance. Based on expert opinions and literature review the study identified 13 barriers to women's leadership using ISM-MICMAC analysis.

Hammad Aishammari et al - (2023), published in the paper entitled "Can women keep managerial positions in Saudi Arabia? The impact of glass ceiling and leadership empowerment on work-life balance" initiated their research with the objective of studying the effect of the glass ceiling and leadership empowerment on women's work life balance in the private sector of Saudi Arabia. It is a cross-sectional study on 54 selected female executives working in private enterprises of Saudi Arabia. They adopted a survey research design with close ended questions-based Likert scale to gather data. The study uses multiple regression and hypothesis testing and concluded that the organizations in Saudi Arabia should focus on supporting women by involving them in major decisions that affect their job.

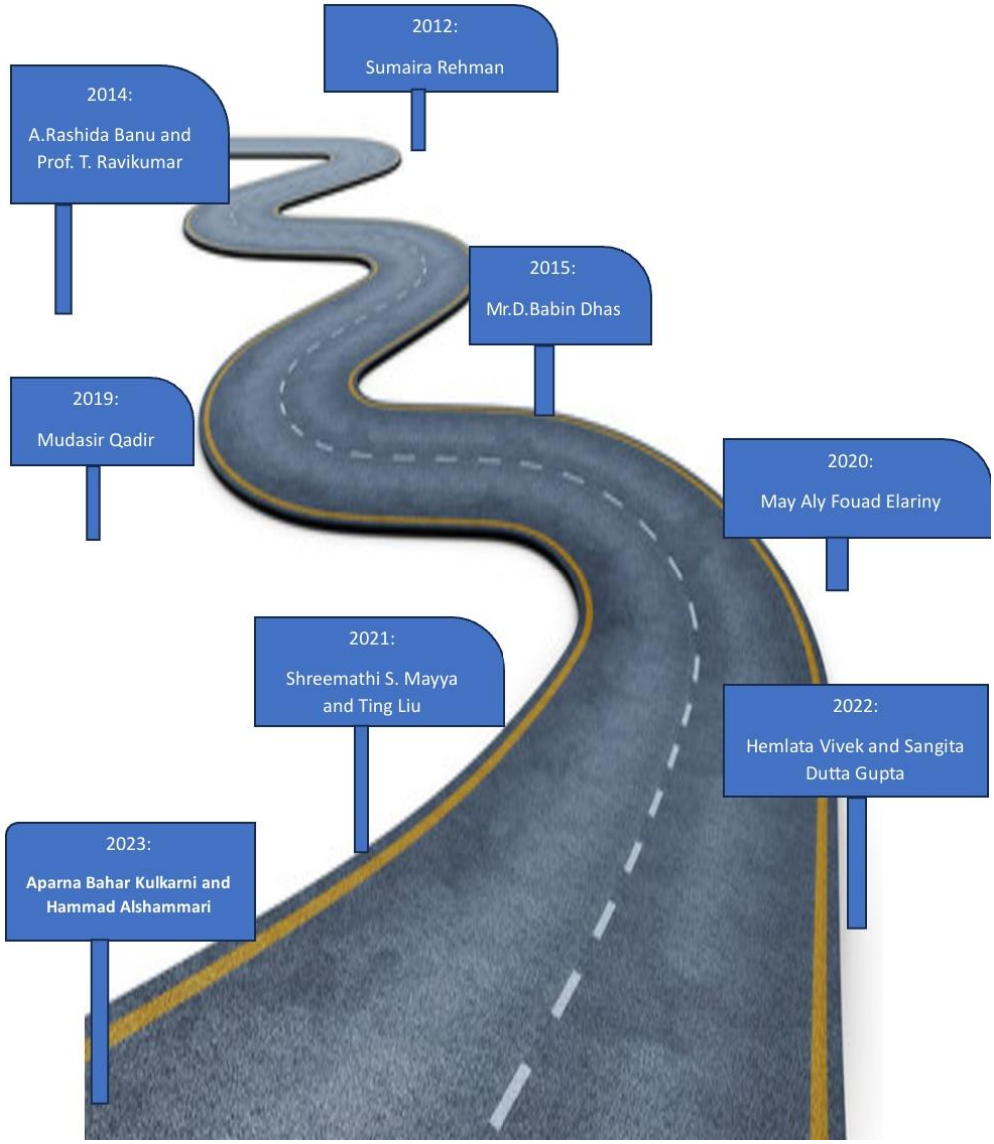


Figure 2: Road Map

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TABLE NO.1 : Table shows the summary of the literature review

YEAR	AUTHORS	PUBLICATION
2012	Sumaira Rehman and Muhammad Azam Roomi	"Gender and work-life balance: a phenomenological study of women entrepreneurs in Pakistan"
2014	A.Rashida Banu, K. Duraipandian, International journal management (IJM)	"Development of an instrument to measure work life balance of IT professionals in Chennai"
2014	Prof. T. Ravikumar and Adarsh Journal of Management Research,	"Emotional intelligence and work life balance of women IT professionals in Bangalore"
2015	Mr.D.Babin Dhas, Dr.P.Karthikeyan, sryahwa publications	"Work life balance challenges and solutions overview"
2019	Mudasir Qadir, SSRN Electronic Journal	"The challenges of women leadership and management in India"
2020	May Aly Fouad Elariny,Ayman H. Metwally, Sherif H. Hassan and Yehia Sabri Nawar	"The challenges of women leadership and management in India"
2021	Shreemathi S. Mayya, Maxie Martis, Lena Ashok, Ashma Dorothy Monteiro, and Sureshramana Mayya	"Work life balance and gender difference: a study of college and university teachers from Karnataka"
2021	Ting Liu, Jie Gao, Mingfang Zhu3 and Shenglang Jin, Frontiers in psychology	"Women's work–life balance in hospitality: examining its impact on organizational commitment"
2022	Hemlata Vivek Gaikwad, and Suruchi Pandey	"Determination in leadership: a study on women's leadership in Indian government services and armed forces"
2022	Sangita Dutta Gupta and Mafruza Sultana, International Journal of Services and Operations Management	"Work-life balance on women professionals: impact and implications"
2023	Aparna Bahar Kulkarni, Ritesh Khatwani and Mahima Mishra, Gender in Management an International Journal	"A study on barriers to women's leadership in India through ISM"
2023	Hammad Alshammari, IRASD Journal of management	"Can women keep managerial positions in Saudi Arabia? The impact of glass ceiling and leadership empowerment on work-life balance"

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IV. METHODOLOGY

Methodology twelve published articles were selected, analysed, summarised and tabulation made. This will support the researcher top identify gap from the existing literature.

V. CONCLUSION

To enhance work-life balance for women leaders, both organizational and personal strategies are essential. Implementing programs that improve morale, lower absenteeism and increase retention is critical. Establishing a gender-neutral environment with access to education, flexible work hours, unpaid family leave and onsite childcare is vital. Additionally, emotional intelligence and transformational leadership play a role in work-life balance. Key factors influencing this balance include corporate policies, organizational biases, family responsibilities, and social and cultural support, as well as personal aspects such as age and education. Achieving work-life balance involves effectively blending personal and professional lives, supported by an inclusive workplace and the backing of family, friends and colleagues.



Figure 3: Worklife balance in their company

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