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REVIEW OF LITERATURE

2.1 INTRODUCTION

A literature review is a simple summary of the sources, but it usually has an organizational pattern and combines both summary and synthesis. Literature review provides a handy guide to a particular topic. If you have limited time to conduct research, literature reviews can give an overview or act as a stepping stone. For professionals, they are useful reports that keep them up to date with what is current in the field. For scholars, the depth and breadth of the literature review emphasizes the credibility of the writer in his or her field and comprehensive knowledge through literature review also provides a solid base for carrying out the proposed research work.

Once the problem is formulated, the researcher undertakes an extensive literature survey connected with the problem. There have been many studies done in past which are on work stress, job satisfaction, work-family life conflicts and work-family life balance in various professions. In this chapter, the available literature on the stress on work life, work family life conflicts and work family life balance are reviewed and discussed herein this section.

2.2 STUDIES OF STRESS ON WORK LIFE

Ofili et al. (2015) in their research study titled: “Assessment of Job Satisfaction, Job Stress and Psychological Health of Journalist in South-South, Nigeria”, assessed the job
satisfaction, perception of job stress and psychological morbidity among journalists in a state in the Southern part of Nigeria. They found that the male gender, editors and supervisor had more psychological morbidities than others, and they also encountered more job stress. These groups of employees therefore required much more attention in stress management and other stress-relieving interventions and strategies.

In a research study by Montero-Marin et al. (2014) on “Coping with Stress and Types of Burnout: Explanatory Power of Different Coping Strategies”, found that different coping strategies were associated with the diverse burnout subtypes. They also focused on coping with situations and religion.

Ravneet et.al (2013) in their article titled: “A Psychological Study of Stress, Personality and Coping in Police Personnel” found that 35.33% of the police personnel were suffering from psychological stress, which was consistent with the stress. Further they had mentioned in their study that the personality traits and coping styles had significant independent and interactive role in the development of high psychological stress in police personnel, thus placing them at a high risk of developing psychological disorders.

Suresh et.al (2013) in their article titled: “Sources of Job Stress in Police Work in a Developing Country”, considered that the organizational and Social aspects of their job were more stressful especially round the clock duty, irregular working hours, insufficient time for family, political pressures from outside and inadequate facilities and less salaries, negative interaction with friends and colleagues, outdated equipment, no recognition and appreciation after achievement, less work force and lot of harassment. The researchers
indicated that while doing their job, police personnel felt more stress due to organisational factors than physical hazards.

Ranta (2012) in her article titled: “Stress and Anger Management among Police Personnel through Indian Psychological Techniques”, observed that the inability to effectively manage stress had its most dangerous consequences during the line of duty. There was no significantly difference between the anger-out scores of police personnel under multidimensional intervention and relaxation intervention. They found that at post-treatment trial, the anger-out scores of police personnel under multidimensional intervention were significantly lower than their counterparts under relaxation intervention.

Bushara Bano (2011) in her article titled: “Job Stress among Police Personnel” discovered that political pressure, insufficient time for family, bad reputation and image among public and inadequate salaries were the primary causes of stress among police personnel.

Kumari Thriveni (2011), in her research study titled, “Impact of Stress on Work-Life-Balance of Women Employees with Reference to BPO and Education Sectors in Bangalore,” stated that women were facing a lot of stress during their traditional role as they performed like home maker and other miscellaneous domestic duties and home chores along with paid work. She had conducted the study on education sector and BPO and found that there was a difference on impact of stress of the women in both the sectors.

Coetzee et al. (2010) in their article titled: “Sources of Job Stress, Work Engagement and Career Orientations of Employees in a South African Financial Institution ”, noticed that
role ambiguity, relationships with colleagues, job insecurity, lack of job autonomy, work home interface, inadequate compensation and benefits, poor management support are the key sources of creating job stress. Due to these sources of stress, employee engagement to work decreased and ultimately it negatively affected the efficiency and productivity of employees. They also discussed in their study that they became mentally disturbed due to these problems which had directly impact on their efficiency and consequences productivity had decreased.

Seay (2009) in his research study titled: “Job Related Stress and The Ability to Transition among Life Roles for Police Officers”, mentioned that society’s expectations towards the police officers to perform certain duties and responsibilities contributed to the functionalist approach to identity. He also emphasized that the functional role of the police officer may be generalized to one’s identity as a police officer, making transition to a social action role such as family member more difficult.

Agolla (2009) in his research paper titled “Occupational Stress among Police Officers. The case of Botswana Police Service”, revealed that the police work stressors got injured while performing their duty and the use of force when the job demanded to do so, etc. The coping styles and strategies were identified as exercising, socializing, healthy eating or diets, career planning, employee training and meditation.

Katherine et al. (2009) in their book titled: “Stress Management in the Workplace”, suggested that work place stress significantly contributed to corporate health costs. They also mentioned in their study that the comparison through randomized controlled design of stress management and intervention provided by an instructor led group and computer
presented format, had resulted in significantly higher attrition in computer based presentation format.

Nagar (2009), in his study titled: “A Study of Occupational Stress and Health in Police Personnel”, discussed about the causes of stress, Occupational stress and health problems in police personnel, good and bad features of police life style. He also explained that how can they cope up from these types of stress among police officers at their work place. He concluded from his findings that overall occupational stress level was higher on various components in the police professionals like role ambiguity, under participation. He also suggested that the police administration may develop modalities to define career path for lower echelons of police personnel, besides enhancing their involvement in decision making in their functional areas of work.

Shahu and Paithankar (2009), in their article titled: “Analysis of Job Satisfaction of Traffic Police (HC) in Western Nagpur,” stated that the police head constables were satisfied with their jobs. They explained that their jobs were repetitive in nature. Along with this they also felt that the police department never had taken care of the police fraternity.

Sarma (2009), in his article titled: “Management of Police Welfare Programme ‘Arogya Bhadrata Scheme’ in Andhra Pradesh - A Study”, discussed about health protection of police professionals. They stated that police personnel were more prone to get into serious health problems due to their duties, rigid working hours and connected professional and physical hazards. He also explained about the “Arogya Bhadrata Scheme” which was designed to take care of the serious ailments or medical condition of police personnel through identified super specialty hospitals in Andhra Pradesh.
Adriaenssens et al. (2006), in their research paper titled: “Work Experience, Work Stress and HRM at the University”, investigated (1) the well-being of academic staff at the University of Antwerp, (2) the specific factors of the work environment that have an impact on employee well-being, and (3) the interaction between HR practices and employee well-being.

Lowe (2006) in his report titled: “Under Pressure, Implications of Work–Life Balance and Job Stress”, found from his report that many workers experienced stress on the job over the past year, but large number of workers also reported that their health was affected over this period as a result of stress in the workplace. Indeed, job stress had serious consequences, more than 52 per cent of those were reported experiencing job stress “sometimes” or “always” in the past 12 months and said that this had caused them physical health problems. 42 per cent reported suffering from mental health problems as a result of the stress. The perceived effects of job stress on health seemed to be greater for women than for men. For example: 47 per cent of women said that stress had affected their mental health at least to some extent compared to 37 per cent of men; and 57 per cent of women said that their physical health had been affected by stress at least to some extent compared to 49 per cent of men. More than one in five respondents in the worker survey had consulted a health professional for physical or mental health problems caused by job stress at some point in the past.

Oliver & Tomas (2005) in their research work titled: “Consequences of Work Stress: An Application of Warr's Vitamin Mode to Predict Anxiety and Depression” empirically tested the two broad hypotheses of Warr's vitamin model: non-linear effects of working
conditions on well-being, and moderator effects of personal characteristics on these relationships. They concluded from their findings that the results did not support the non-linear hypothesis of Warr’s model, and the support for the moderator effects of personal characteristics on the stressors-well being was weak.

Salmond et al. (2005) in their research paper titled: “Job Stress and General Well-Being: A Comparative Study of Medical-Surgical and Home Care Nurses”, analysed the job stress among medical-surgical and home care nurses in the U.S. They suggested that high stress led to negative work environments that deprived nurses of their spirit and passion about their job. They discussed that the key factors contributing to workplace stress include team conflict, unclear role expectations, heavy workload, and lack of autonomy.

Collins and Gibbs (2003) in their research article titled: “Stress in Police Officers: A Study of the Origins, Prevalence and Severity of Stress-Related Symptoms within a County Police Force” discussed about the stress in police officers by examining the pattern of stressors associated with symptoms of mental ill health. They suggested from their findings that despite exposure to job specific hazards, police officers did not differ from other occupational groups in their perception of the sources of work related stress. This study reported from their findings despite this knowledge, the level of associated ill-health appeared to be worsened rather than improved. He noted that the degree of symptomatology appeared to be worsening, management action was required. Further research indicated within the police population into a possible increased susceptibility in female officers.
Cooper (2003) studied the research article titled: “Stress Prevention in The Police”, highlighted the significant loss to the police service in terms of sickness absence, early medical retirement and reduced productivity. He emphasized on the large financial and manpower burden on the police professionals by pointing to the fact that 25% of the medical retirements were due to psychological ill-health or stress. He also analyzed the statistical data and figured out the total number of days lost to sick leave in the police service in 2001 were more than 1.5 million. The average numbers of days lost per officer were 12.2, compared with the 2001 average in the public sector of 10.2 days and in the private sector of 7.2 days. Although some of this sickness absence can be attributed to musculoskeletal injuries and other factors, a significant proportion was due to the effects of stress. Less work had been undertaken on the links between stress and productivity, but the impact of fewer police with heavier and extended demands must be adversely affecting performance; work needed to be done to see the extent of the productivity gap.

Deschamps et al. (2003) in their study titled: “Sources and Assessment of Occupational Stress in The Police”, stated the evaluation of the sources and assessment of occupational stress in the police. They evaluated the level of stress among a group of French policemen and examined the association between policing, potential stressors and stress levels. They concluded from their findings that 58% of policemen claimed either to have given up smoking or to never have smoked, in comparison with 52% of the population. A large percentage of the police man i.e., 87% of police reported that they are satisfied with their job (84% for controls) although 12% often felt pressure at work. 33% reported high rate of stress. Further they did the comparison of two subsamples of policemen excluding women, first with a high stress level and second with a low or moderate stress level. The findings
showed that subjects in the first group are older and more frequently divorced than those in
the second. They discussed that the stress level was linked to length of service, over
15year, no leisure time, physical activities and no hobbies. It was seen from their findings
that stress at work was a health provoking factor. Police from minority groups such as
ageing subjects or police officers had been reported to experience greater stress.

Suresh et al. (2000) observed in their study titled: “Oxidant stress, Antioxidants and Nitric
Oxide in Traffic Police of Hyderabad, India” that in India, exposure to air pollutants
increased oxidant stress and decreased levels of antioxidants and nitric oxide on traffic
police. They had been taken randomly sample of 14 healthy traffic policemen from the
Hyderabad who agreed to volunteer for this study and they had been working as traffic
personnel for an average period of 14yrs. They also mentioned that they had no significant
history of smoking. 10 healthy non-smokers well matched for age and body surface area
served as controls were involved in this study. Females were excluded for this study. 2ml
of blood was obtained from the subjects of the study and normal controls. They concluded
from their findings that levels of nitric oxide were reduced whereas those of lipid peroxides
in the plasma were significantly higher in the police personnel exposed to the traffic
pollution as compared to normal controls. The results indicated that the activities of
antioxidants such as catalyses, superoxide dismutase and glutathione peroxides in the red
blood cells were also significantly lower in the personnel as compared to controls. Plasma
ceruloplasmin levels showed a tendency to increase but were not statistically significant
compared to normal controls. Finally they concluded that the imbalance in the
oxidant/antioxidant system had led to lung damage and was likely to cause respiratory
problems in individuals exposed to air pollution.
McCraty et al. (1999) reported in their article titled: “Impact of the Heartmath Self-Management Skills Program on Physiological and Psychological Stress in Police Officers”, the impact of the HeartMath self-management skills program on physiological and psychological stress in police officers. They examined that the physiological, psychological and behavioral effects of stress in police can be severe and can include extremely high rates of suicide, alcohol use, cardiovascular diseases and other stress-related illnesses. They had emphasized that the chronic anxiety, depression, psychological burnout and disrupted family relationships were other common manifestations of prolonged unmanaged stress in police officers. They provided convincing evidence that the application of practical stress and emotional management techniques can reduce damaging physiological and psychological responses to both acute and chronic stress in police, and positively impacted a variety of major life areas in a relatively short period of time.

Lewis & Cooper (1999) reported in their study titled: “The Work–Family Research Agenda in Changing Contexts”, that in order to get the better understanding of the relationships, the stress model should be more specific to the sample. They emphasized the need to develop occupation-specific stress questionnaire to pinpoint the particular stressors in an occupational group.

Hurrell Joseph (1995) in his article titled: “Police Work, Occupational Stress and Individual Coping”, mentioned the selection of employees on the basis of their ability to cope with organizational stressors or training them to better tolerated. He also analysed and figured out that altering the job or aspects of the organization as a means of reducing employee stress represents a preferred approach.
Spielberger & Reheiser (1994), in their article titled: “The Job Stress Survey: Measuring Gender Differences in Occupation Stress”, observed the perceived psychological severity and anxiety of 30 job stressor events, using male and females as subjects working in the university and corporate settings. They revealed that overall stress level was similar for men and women. The results indicated that there were significant differences in perceived severity and frequency of occurrence of individual stressor events as per gender.

Mathur (1994) In his article titled: “Role Stress in Police Officers: An Exploratory Study,” revealed that Police Personnel face variety of stressors or job pressures due to their role. He concluded from his findings that the factors relating to the job pressure for police officer included the responsibility of public protection, constant exposure to physical hazards, emotional distancing from others, the inactivity/crisis see-saw, maintenance of macho defenses, bipolar thinking, bad reputation and poor image in front of public, a web of personal puzzles and ceaseless on the job catastrophes.

Alexander et al. (1993) in their article titled, “Police stress at work”, found that negative effects of stress fell into the following areas: increased sickness and absenteeism from duty, reduce work performance, job dissatisfaction, reduction in motivation, the impairment of ability to handle complex tasks, maladaptive coping mechanisms such as over indulgence in alcohol, and raised levels of aggression and irritability. They asserted that any one or all of the above could have an impact on police officers efficiency and effectiveness. When police officers responded to stress and trauma with raised levels of irritability and aggression while dealing with the public, they may become an immediate danger to the reputation of the organisation as well as for the nation and, more importantly, provided a
reduced service to the public which they serve, leading to members of the public being traumatized by their experiences.

Terry et al. (1993), in their study on “Effects of Work Stress on Psychological Well-Being and Job Satisfaction: The Stress-Buffering Role of Social Support”, investigated the effects of work stress on psychological wellbeing and job satisfaction among 153 employees of a large public sector organization. They discussed that role ambiguity and role conflict emerged as significant predictors of both psychological well-being and job satisfaction. There was also some support for the proposed role of under-utilization of skills. They concluded from their findings that quantitative work overload was no significant effect on either psychological well-being or job satisfaction. Further it was also reported that irrespective of the level of stress, supervisor support had main effects on employee’s well-being.

Sigler et al.(1991), in their study on “Police Stress and Teacher Stress at Work and at Home,” found that police officers had higher levels of stressors of all types than teachers. It was further revealed through comparison that perceived on the job stress and perceived off the job stress with the various stressors and also it was evaluated that job stress and life stress were not significantly related to job stressors and administrative stressors.

Ghosh (1981) in his book , “Violence in the Streets: Order and Liberty in Indian Society”, mentioned that Indians were all familiar with the paan chewing, discourteous, rude, aggressive and bully figure in Khaki. But, similarly Indians were unaware and least bothered about the fact that police in India was largely underpaid, understaffed, over workload, demoralized, inadequately trained and equipped and subject to political
interference, feared as a persecutor rather than respected as a protector, often callous and corrupt. He further explained in his book that the truth of policeman was denounced by the public, criticized by the preacher, ridiculed by the movies, berated by the print media and electronic media, and unsupported by the prosecuting officers and judges. He was shunned by the respectable. He suggested that he was supposed to possess qualifications of a soldier, doctor, lawyer, diplomat and educator with remuneration less than that of a daily laborer.

Kroes (1976), in his book titled: “Society's Victim-The Policeman-An Analysis of Job Stress in Policing”, reported the abnormally high rates or coronary mortalities among law enforcement officers. He concluded from his findings that the depression, suicide, alcoholism and other forms of chemical dependency had also been reported in association with job stress of police officers.

Jacobi (1975), in his article published in edited book titled: “Reducing Police Stress: A Psychiatrist's Point of View”, investigated the stress-related disabilities in the Los Angeles Police Department, which revealed high incidences of high blood pressure, peptic ulcers, and hyperacidity.

2.3 STUDIES ON WORK-FAMILY CONFLICT

Kelly et al. (2014) in their article titled: “Changing Work and Work-Family Conflict Evidence from the Work, Family, and Health Network”, discussed about the work family conflict and changing work. The results of their findings indicated the statistically significant, although modest, improvements in employees’ work-family conflict and family time adequacy, and larger changes in schedule control and management support for family
and personal life. Further they found that there was no evidence that intervention increased work hours or perceived job demands, as might have happened with increased permeability of work across time and space. They suggested that the intervention brought greater benefits to employees more vulnerable to work-family conflict.

Jerina Bee et al. (2013) in their article titled: “Organizational Culture on Work-Life Balance among Married Women Employees Productivity”, suggested that Family Work Conflict (FWC) and Work Family Conflict (WFC) exerted a negative influence on the family domain. Results indicated from their study showed that lower life satisfaction and greater inter role conflict of the married women employees and further it resulted in psychological distress and well being of working women. They concluded from their findings that work place characteristics contributed to higher levels of Work family conflict. They also reported that women working in hospital setting were more WFC whereas they observed that FWC found to be more among those women working in industrial settings.

Zhang and Liu (2011) presented a study titled: “Antecedents of Work-Family Conflict: Review and Prospect” observed that with the increase in the proportion of dual-earner families and work stress, there are increasing emphasis placed on the study of work-family conflict (WFC). They viewed that antecedent of WFC from aspects of individual, work and family. Their findings and implications included the effects of individual factors like demographic and personality variables, the influences of work variables like work stress, family friendly programs and impacts of family variables like family demands and spousal
interactions. In addition, they proposed that more efforts should be put into theoretical development, integrative studies, individual and family variables in the future.

Aslam et al. (2011) in their research study titled: “Work-Family Conflicts: Relationship between Work-Life Conflict and Employee Retention–A Comparative Study of Public and Private Sector Employees”, stated that work-family conflict was an inter role conflict that arose due to conflicting roles required by organization and from one’s family. They also said that this issue was of great importance as far as employee’s performance and ultimately organizational performance is concerned. They investigated that the relationship among work family conflict (WFC), family work conflict (FWC) and turnover intentions of employees in three public and three private sector organizations from services sector of Pakistan. They found positive but insignificant relationship among work-family conflict (WFC), family-work conflict (FWC) and turnover intention of employees.

Reddy et.al (2010) conducted the study titled, “Work–Life Balance among Married Women Employees”. They mentioned the factors influencing Work Family Conflict (WFC) and Family Work Conflict (FWC) and also observed its relation with stress. They had found that the number of hours worked per week, long duty hours, the amount and frequency of overtime, inflexible work schedule, unsupportive supervisor and seniors and poor management an inhospitable work culture increased the likelihood of women employees to experience conflict between their work and family roles.

In a research study by Yildiz (2008) on “Determinants of the Well-Being of Police Officers in the Turkish National Police” focused was given on the relationships among family life,
social life, work life and well-being. He concluded from his findings that there was statistically significant positive relationship between time balance and social relations and negative relationships between time balance and role conflict, role conflict and well-being and the perception of working culture and well-being.

Pal and Saksvik (2008) in their article titled “Work-Family Conflict and Psychosocial Work Environment Stressors as Predictors of Job Stress in a Cross-Cultural Study” observed job stress on 27 Norwegian doctors and 328 nurses and 111 Indian doctors and 136 nurses. They found that work-family conflict was not predictive of job stress in Norwegian doctors. They also said that work-family conflict, high job demands, and low flexibility in working hours predicted job stress in Norwegian nurses. Further they also investigated for the Indian sample; job stress was predicted by high family-work conflict and low social support in nurses and low job control in doctors. Hence, they concluded from their findings that it was seen to be overlapping and some differences in cultures when considering the role of demands, control, support, and flexibility in predicting strain.

Sang et.al (2007) in their research paper titled: “Gender: a risk factor for occupational stress in the architectural profession” noticed the gender differences in occupational health and well-being. They also mentioned in their study that the female respondents were significantly lower overall job satisfaction. They concluded from their findings that the respondents were significantly suffering from higher levels of insomnia and constipation, work-life conflict and turnover intentions.

Hennessy (2007) in his research study titled: “Work-Family Balance: An Exploration of Conflict and Enrichment for Women in a Traditional Occupation “, investigated that when
work and family responsibilities interfered with one another were likely to experience less work/family conflict. Further he observed that women with higher levels of work and family conflict were more likely to report lower levels of work and family enrichment.

Cinamon (2006) conducted the study titled: “Anticipated Work-Family Conflict: Effects of Gender, Self-Efficacy, and Family Background,” and mentioned a negative relationships between work and family conflict and work and family conflict self-efficacy. However, she hypothesized that women would experience lower levels of work and family conflict self-efficacy.

Gary Howard et al. (2004) in their study titled: “Inter-Domain Work-Family, Family-Work Conflict and Police Work Satisfaction”, investigated that importance of discovering these inter-relationships between both work-family conflict and family-work conflict with facets of police job satisfaction was based on the importance of satisfaction in the workplace. They also concluded that work-family conflict was significantly related to work satisfaction in general, salary, and supervision by supervisor, promotion and achievements, worker and co-worker. They also observed that family-work conflict was not as consistently related to the facets of work satisfaction of police. They concluded from their findings that conflict between work-family was more closely related to employee satisfaction than conflict between family-work.

Carmen and Margaret Shaffer (2001) examined in their study titled: “The Tug of Work and Family: Direct and Indirect Domain-Specific Determinants of Work-Family Conflict”, the influence of family and work specific determinants of multiple forms of family interference with work (FIW) and Work interference with family (WIF) conflict. They
found from their findings that parental demands and hours spent on household work were important determinants of Family interference work conflict and that role conflict, role overload and hours spent on paid work influenced WIF conflicts. Further they observed that spouse support, superior support and domestic support were played moderate effect on work life conflict.

Morris et al. (1999) conducted a research study titled: “Contextual Factors Affecting the Organizational Commitment of Diverse Police Officers: A Levels of Analysis Perspective”, that Individual-level measures were deviated from these sub-group means within commands as well as perceptions of support from family members and social support and negative interactions within commands. They observed from their findings that overall, path analysis by hierarchical linear modeling showed direct setting-level effects for management support and fairness, but not for sensitivity to diversity, on organizational commitment. The results indicated that both women and men were experienced more negative social interactions than the white men; support from management, colleagues and family members were important predictors of commitment. They also emphasized that family support was particularly important for women.

Grandey et al. (1999) in their article titled: “The Conservation of Resources Model Applied to Work–Family Conflict and Strain”, presented an empirical review of model of work-family conflict and strain. They observed on the basis of findings that how work and family role stressors and work–family conflict were related differentially to the work, family, life, health, and turnover variables. Further they concluded that individuals in the sample of study seem to compartmentalize their roles. They also said that separating work and family
domains served an adaptive function. However, it may seem and act as a coping technique
to minimize resource loss.

Greenhaus & Beutell (1985) in their study titled: “Sources of Conflict between Work and
Family Roles”, suggested that work time commitment is related to the intensity of work-
family conflict experienced by employees. They found from their results that one of the
commonly measured forms of work-family conflict was time-based conflict. They defined
the concept of conflict as it occurred when the amount of time devoted to one role made it
difficult to fulfill the requirements of another role.

Maynard et al. (1980) examined in their study titled: “Family Life and the Police
Profession: Coping Patterns Wives Employ in Managing Job Stress and the Family
Environment”, the coping strategies wives employ in the management of the hardships
associated with this style of life and family environment. They mentioned the coping
patterns of developing self-reliance; accepting the demands of the profession, building
social support. Further they also said that maintaining family integration were associated
with specific dimensions of family functioning-interpersonal relationships, personal growth
and system maintenance.

2.4 STUDIES ON WORK-FAMILY LIFE BALANCE

Prevalent in Public Sector Undertakings in India” about the review of work life balance,
practices in India. He attempted to explore the work-life balance practices of selected
public sector undertakings and their impact on organizational performance. He also
suggested that public sector organizations in India had realized that work-life balance practices were crucial for organizational performance.


Adisa et.al. (2014) in their article titled: “The Challenges and Realities of Work-Family Balance among Nigerian Female Doctors and Nurses” investigated the challenges and the realities of work-family balance among Nigerian female doctors and nurses in their hysteric efforts to balance their work and family obligations. They also explored the issues that arose in the process of juggling their work and family commitments. They revealed from the findings that a number of workplace and domestic problems that threaten female doctors and nurses in their quests for work-family balance.

Lakshmi & Gopinath (2013) in their article titled: “Work-Life Balance of Women Employee with Reference to Teaching Faculties”, stipulated that majority of women teaching faculties were working 40-45 hours per week and 53% were struggling to achieve work/life balance. They also emphasized that their life had become a juggling act as they had to shoulder multiple responsibilities at work and home.

In a study by Odle-Dusseau (2012), on “Work–Family Balance, Well-Being, and Organizational Outcomes: Investigating Actual Versus Desired Work/Family Time Discrepancies”, investigated the impact of two new correlation of work–family balance,
based on discrepancies between actual and desired hours spent in the work domain (work hour discrepancy, WHD) and family domain (family hour discrepancy, FHD). He further explained the support for the utility of work and FHD scores for individual and organizational outcomes. Finally, he had given the resulted that Work–family balance mediated relationships among FHD and quality of life, stress, depression, and intention to leave.

Santhi and Sunder (2012), in their article titled: “A Study on the Work Life Balance of Women Employees in Information Technology Industry”, found their level of satisfaction as perceived by the women respondents and the major factors that were influencing their work life balance. They concluded from their findings that supporting environment in the organization, provision of welfare measures played a primary role and alternative working time, child care and recreation played the secondary role in balancing work and personal life.

In a research study by Singh & Khanna (2011), “Work-Life Balance: A Tool for Increased Employee Productivity and Retention”, they mentioned about a ‘quality time with the family’ or such strategies as work-life balance should be a joint effort by the employee and the management. They further discussed that while a man needed to work for his livelihood, he had to give himself a healthy break from the daily schedule in the interest of his body, mind, family and society. They also said that it should be enabled to achieve this balance so that the employer derived the benefit of having a satisfied employee. They reviewed from the study that the subject of ‘work-life balance’ was now becoming the focal
point of study by HRM experts and their managing teams. They also emphasized on it that every worker or employee, the meaning of the WLB was stress-free enjoyable work-life.

Mathew & Panchanatham (2011) in their study titled: “An Exploratory Study on the Work-Life Balance of Women Entrepreneurs in South India” investigated the factors influencing their Work Life Balance. They revealed that role overload, dependent care issues, quality of health, major problems in time management and less support from the family members were the major factors causing imbalance in work and personal /family life of women entrepreneurs.

Kretschmer et.al (2011) in their article titled “Work-Life Balance, Management Practices and Productivity”, had shown a useful firm specific measure of Work Life Balance. They investigated that the pessimists’ argument that “Anglo-Saxon” management practices were negatively associated with worse WLB was rejected. As they observed that optimists suggested that there was a positive association with work life balance. Additionally, the pessimists’ theory that competition was inevitably bad for workers’ Work Life Balance was also rejected: there was no significantly negative relationship. Further they emphasized more on the relationship between the WLB and productivity. They viewed that WLB would improve productivity was also rejected: there was no such relationship between productivity and WLB

Simard Madeleine (2011) in his thesis titled: “Employees’ Perceptions of Work-Life Balance”, discussed from his findings that social leisure was the type of leisure that the participants gravitated towards for the social support and for the possibility of temporarily escaping from their problems. He also mentioned in his study that a work life demand varied with time. This type of variability could lead to periods of intense focus and work
stress. He also reviewed that during such periods, employees were faced with choices about what tasks must be completed and what tasks must be sacrificed and choose their priorities. Further, he concluded in his study that employees sought flexibility towards work schedule and additional resources during these periods in order to deal with increased demands.

Lawton & Tulkin (2010, April), in their annual report “Work-Family Balance, Family Structure and Family-Friendly Employer Programs,” investigated the relationship between employer policies and family structure on conflicts between work and family. They described and analyzed that family-friendly policies were most consistently helpful, policy was being able to take off from work when family duties called. This policy reduced work-family conflict, family-work conflict, and increased the likelihood of balance for all households. Mandatory overtime hours indicated work role strain, but it was also a policy that affected family, given that alleviation of this demand reduced work-family conflict but not family-work conflict. Further he also emphasized that the role of management was seen in the result for the existence (or not) of mandatory extra hours, where obligatory ‘extra’ hours lowered the likelihood that a worker had no conflict. Work overload, task confusion and frequency of overtime existed when there was inadequate staffing or the lack of coordination between different functions in an organization. It therefore was a feature that required direction from management.

Doble & Supriya (2010) highlighted work life balance across genders and found that both men and women were experiencing work life imbalance in their study titled: “Gender Differences in the Perception of Work-Life Balance”. They also discussed about the work life practices that Indian organizations had been introducing various work life balance practices like flexible times, part time work, and provision for their child care facilities
which were facilitated in various developed countries. It was found from their study that imbalance still existed among men and women in every organization.

Chang et al. (2010) in their thesis titled: “Methodological Choices in Work-Life Balance Research 1987 to 2006: A Critical Review”, observed that the literature was dominated by studies employing a ‘conflict’ approach, with few employing a ‘balance’ perspective. He also demonstrated that establishing consistency between the conceptualization of constructs and the operationalization of measures required greater attention. He analyzed and found that ‘Work-family’ in contrast to ‘work-life’ interactions remained strong in the review studies, despite the use of ‘work-life’ in key words. The results indicated that research employing positive frameworks such as balance and enrichment had so far been studied mainly using qualitative methods.

Wight and Raley (2009) in the article titled: “When Home Becomes Work: Work and Family Time among Workers at Home”, studied about the extent to which work at home had implications for the integration of work and family life by documenting work and non-work activities of those who worked at home and comparing them to those who did not. They said that balancing the competing claims about the extent to which working at home offered a reprieve from the time-intensive demands of work and family life. They analyzed and found little evidence that this work arrangement allowed workers to mesh these two critical aspects of their lives any more smoothly than those who work exclusively outside the home. It also underscored the somewhat divergent nature of working at home for men and women. They concluded from their findings that parenthood was only loosely associated with working at home (among men only) and most workers did not cite work-
family balance as their main reason for having a work-at-home arrangement. Secondly, although mothers who worked at home were more likely than mothers working exclusively outside the home to report a child under age 13 in their care while engaging in paid work, they did not feel more responsible for children over their entire day (including non-work time) nor did they engage in more direct childcare activities. If we assumed that ‘‘balance’’ was the ability to engage in work and caring for a child simultaneously, then perhaps working at home arrangements did enhance work-family balance.

In a study by Wickham & Fishwick (2008) on “Presenting a “Career-Life Balance” Approach to the Work-Life Balance issue”, studied to facilitate the approach to the work-life balance issue through the conceptualization of a career-life balance impact audit. Such an audit would provide employees with an avenue to express their work life balance needs and career aspirations formally with their employer, and would provide a firm with a potentially powerful basis upon which to implement their job evaluation/design and performance management processes. This study found that ‘Flex-Time’ actually diminished our employees’ perception of WLB. The employees ended up accruing lots of unpaid overtime because there was so much work to be done, and no opportunity to take time off. Our people were tired, with no time to recharge; they felt no pay-off for their continued hard work.

Olafsdottir (2008) in his thesis titled: “The Role of Organizational Culture in Employees’ Work-Life Balance as an Aspect of Health” discussed that the case organization’s culture was work-life supportive, i.e., the organization supported and valued employees’ integration of work and private life. He further defined the components of the existing
organizational culture in his own way such as: fun, ambition, flexibility, international character, openness, cooperation, informality, flat organizational structure, responsibility, trust, understanding, support, and pride. He suggested that the managers’ role in creating and sustaining this culture involved availability, supportiveness, and understanding, trusting, and giving feedback. He further concluded from his findings that the major challenges in sustaining the culture were the growth of the organization, which could be affected considerably the informal culture.

In a study by Buker & Wiecko (2007) on “Are Causes of Police Stress Global? Testing the Effects of Common Police Stressors on the Turkish National Police”, investigated stress among police officers in the Turkish National Police. They suggested through their findings that even though the TNP had experienced several reforms in the last decade which had focused on improving the quality of police practices. There had been relatively little attention given to improving the quality of life and the working environment factors affecting police officers’ performances.

Basten (2006) in his article titled: “Relationship between Job Satisfaction with Life Satisfaction: A Study in Kayseri Police Department”, examined the relationship between police officers’ satisfaction (life and job) and specific work related characteristics in the TNP while controlling for demographic factors. He discussed that irregular work hours, extra assignments, and financial difficulties had negative effects on life and job satisfaction. He emphasized the difference among various police departments in terms of working hours, various incentives, benefits and police activities and their interaction with job satisfaction. He concluded that there was positive relationship between job and life satisfaction. He also suggested that the factors increasing job satisfaction also affected life satisfaction.
In a study by Victorian Government's Action Agenda (2003) on “Action Agenda on Work and Family Balance”, it was stated that Australia and Victoria faced the challenge of finding new strategies to achieve a better balance between work and family responsibilities. They said that the Victorian government was committed to show the leadership necessary to realize these benefits and to achieve a better work and family balance for Victorians. They also focused that the Government’s Action Agenda for Work and Family Balance set out the Bracks Government’s strong record of achievement on work and family balance and outlined a positive agenda for leadership and action over the next two years. They also said that it committed the Government to work closely with employers, unions and the wider community to address three key areas i.e., business and community awareness, providing practical assistance and support to employees and employers; and also they ensured that Government policies and programs should reflect and reinforce the pursuit of a better balance between work and family life. They worked on aim to position Victoria as a leader in exploring these options and developing innovative work practices to deliver real and lasting improvements in the way Victorians could balance their work and family commitments.

Polach (2003), in his study “HRD's Role in Work-Life Integration Issues: Moving the Workforce to a Change in Mindset” explained that organizations had made various programs on work life balance. He found that profit making organizations provided the facilities to their employees like flexible work arrangements, competitive work compensation and advancement for men, women and minorities, long term saving and profit sharing programs and resource services to help with such things as day care and elder care.
Tausig and Fenwick (2001) in their study titled: “Unbinding Time: Alternate Work Schedules and Work Life Balance” discussed about the alternate work schedules and work-life balance. They examined the possibility that alternate work schedules affected perceived work-life imbalance—the “time bind.” The results showed from his studies that alternate schedules per se did not “unbind” time and perceived control of work schedules increased work-life balance net of family and work characteristics. They said that the firstly most consistent family characteristic predicting imbalance was being a parent. Secondly the most consistent work characteristic predicting imbalance was hours worked. They had shown that it perceived more imbalances when they controlled for hours worked, women and part-timers. Younger and better educated persons also perceived more work-life imbalance. Finally, they also reported higher levels of schedule control and since schedule control improved work-life balance, it might be more important for unbinding time than schedule alternatives.

Kossek and Ozeki (1999) in their study titled: “Bridging The Work-Family Policy And Productivity Gap: A Literature Review”, presented an extensive literature review on the bridging of the work-family policy and productivity gap. In this work, they examined the relationship among the six work outcomes: performance, turnover, absenteeism, organizational commitment, job involvement, and burnout. They also reviewed on the effects of employer (work-family) policies aimed at reducing such conflict and highlighted that policies to aid employees in managing work and family roles could be expensive. The relationships between work-family policies and organizational effectiveness were seen to be complex and their connection to work-family conflict was often under-examined.
Frone et al. (1997) conducted a study on, “Developing and Testing an Integrative Model of the Work–Family Interface”. The aim of this study was to develop and test a general, integrative model of the work–family interface that would help organize past research and encourage future research on the relations between work and family life. The results indicated that underscore the importance of distinguishing between work-to-family and family-to-work conflict when examining the complex reciprocal relations between work and family life. They concluded from their findings that examination of bivariate relations or relatively incomplete models risks the development of erroneous.

Campbell et al. (1994), in “The Effects of Family Responsibilities on the Work Commitment and Job Performance of Non-Professional Women”, discussed about the effect of women employment on family life and the impact of family life on work behavior. The results from the research study revealed that women with children were significantly lower in occupational commitment relative to women without children.

2.5 RESEARCH GAP

The present research study is similar to other studies done by various scholars, but is also distinct from them in certain aspects. The following studies on work life balance, work life conflict, stress on work life:
2.5.1 STUDIES OF STRESS ON WORK LIFE

Ofili et. al. (2015); Montero-Marin et. al. (2014); Ravneet et.al (2013); Suresh et.al (2013); Ranta (2012); Bushara Bano (2011); Kumari Thriveni (2011); Coetzee et. al( 2010) ;Seay (2009); Agolla (2009) ; Katherine et. al. (2009); Nagar (2009); Shahu and Paithankar (2009) ; Sarma (2009); Adriaenssens et al. (2006); Lowe (2006); Oliver & Tomas (2005); Salmond et al.(2005); Collins and Gibbs (2003); Cooper (2003); Deschamps et al. (2003); Suresh et al. (2000); McCraty et al. (1999); Lewis & Cooper (1999); Hurrell Joseph (1995); Spielberger & Reheiser (1994); Mathur (1994); Alexander et al. (1993); Terry et al. (1993); Sigler et al.(1991) ; Ghosh (1981) ;Kroes (1976); Jacobi (1975).

2.5.2 STUDIES ON WORK-FAMILY CONFLICT

Kelly et al. (2014); Jerina Bee et.al (2013); Zhang and Liu (2011); Aslam et al. (2011); Reddy et.al (2010); Yildiz (2008); Pal and Saksvik (2008); Sang et.al. (2007); Hennessy (2007); Cinamon (2006); Gary Howard et al. (2004); Carmen and Margaret Shaffer (2001); Morris et al. (1999); Grandey et al .(1999); Greenhaus & Beutell (1985); Maynard et al. (1980).

2.5.3 STUDIES ON WORK-FAMILY LIFE BALANCE

Pandey, M. (2015); Jha & Mishra (2015) ;Adisa et al. (2014); Lakshmi & Gopinath (2013);Odle-Dusseau (2012); Santhi and Sunder (2012); Singh & Khanna (2011); Mathew & Panchanatham (2011) (2011); Kretschmer et.al (2011);Simard, Madeleine (2011); Lawton & Tulkin (2010,April); Doble & Supriya (2010); Chang et al. (2010); Wight and Raley (2009); Wickham & Fishwick (2008); Olafsdottir (2008); Buker & Wiecko (2007);
Basten (2006); Victorian Government's Action Agenda (2003); Polach (2003); Tausig and Fenwick (2001); Kossek and Ozeki (1999); Frone et al. (1997); Campbell et al. (1994); analysed the stress on work life, work family conflict and work family life balance of various professions. They did not work on the relationship between work family lives balances of police personnel in Punjab, India. But the present study has tried to determine the influence of work family life balance of police personnel measures on the stress on work life, satisfaction level on job, working environment and work family life balance.

Literature review perused above helps identifies certain research gaps. The major research gaps are listed below:

I. There are logical reasons to do research in this area and to improve their personal life associated with professional life.

II. While there is great body of the information available on the work-life balance on police professions but all the studies are concentrated on some particular region, state or country.

III. At the global level, a number of studies have been conducted in the past on police Personnel but in Indian scenario very few systematic studies on work Family Life Balance have been noticed.

IV. Not much research has been done in this area so far. So there is a need to explore it to get an insight into its impact and relevance in work and family life.

V. In depth study on the topic of work Family Life balance among police personnel in Punjab is yet to be carried out in a more scientific and advanced manner.
VI. None of the investigators have considered the Punjab Police Personnel, while there is critical need of the investigation in this state of Punjab.