Chapter - IV
Review of literature

The field of management is closely aligned with organizational behavior, which is multi-disciplinary in nature drawing from many fields in the social sciences, and seeks to understand behavior in organizations by examining individual, group, organizational, and inter-organizational dynamics (Miner, 1988). It is relatively accepted recently that work and family issues have been viewed as a mainstream and core management concern. As managers have become more cognizant of the importance of work-life balance issues to efficiency and effectiveness, the management field is gradually moving in practice toward recognition that like other business issues, work and family problems must be analyzed in the context of organizational behavior. New Research on worklife balance is getting a great deal of attention in the academic and corporate worlds.

The amount of published literature on work and family issues has exploded during the past decade. Much of it is oriented towards statistical observations of the extent to which work involvement has disrupted “traditional” family life (Friedman, 1987), together with anecdotal reports of what major corporations have done to help resolve these problems (Galinsky and Stein, 1990). The percentage of women in the active work population has increased rapidly in USA, Europe, Asia and Australia (Pituc, Sarah and Kaiser 2007). Work-life imbalance and the associated conflict have been shown to be related to decreased feelings of well-being (Kinnunen and Mauno, 1998), increased psychological and physical complaints (Frone, Russel, & Cooper, 1992), and increased work performance and personal life imbalance (Netemeyer, Boles & McMurrian, 1996). Maintaining the work-life balance of key employees helps to reduce the risk of stress and burnout (Bacharach, Bamherger, & Conley, 1991).
The present review of literature focuses on the following aspects

- Work-life balance of career women
- Organizational initiatives towards work-life balance policies, programs and practices
- Impact of Role Efficacy and Emotional Intelligence on Work-life balance

**Work-Life/Family Balance of Career Women in Organizations**

The approach to understanding career development from an individual’s perspective has long been dominated by the idea that individuals pass through distinct career and life stages. There are different needs and challenges associated with each of these stages. During young adulthood, individuals are concerned with adjusting to the working world and establishing themselves. This is also the time of peak fertility for women. Concerns regarding career establishment versus family establishment are often in the forefront. Middle adulthood is characterized by reappraisal and concerns regarding career accomplishment. Older workers’ issues center on fear of stagnation and planning for retirement.

There are important differences between workforces with a lot of young women in the “fertile” age, like, for instance, in temporary work agencies, and a workforce with mainly mature male engineers with children in the adolescent age, as in more traditional and mature industry sectors. These differences need to be taken into account while designing career systems within the organization. Organizations are interested in achieving an optimal match between individuals and jobs. Career development systems refer to the formal structures for evaluating and developing employees within organizations. Clearly management plays an important role in this system as employee evaluation is based on the expectations and implicit standards against which managers judge employees. Successful career management depends on an integrated and comprehensive system of associated practices such as performance appraisal used for career planning, succession planning, and formal education opportunities (Allen, 2008).
Buddhapriya (2009) studied the impact of family responsibilities on the career decisions of women professionals and probed the type of work-life support they experience from their employer. The study was conducted on 121 women professionals across different levels. The study reveals that commitment to family responsibility and lack of gender sensitive policies by employers are barriers which affect (women professionals) career advancement as they are making career trade-offs because of the family responsibilities.

Nandan (2009) examined obstacles and challenges of 40 working women in the high rungs of career ladder. Results revealed that women need to go a long way to achieve equal rights and position as traditions are deep rooted in Indian society.

Cousins and Varshney (2009) examined social, political and technical issues to increase productivity and Work-life balance. The study considered different ways of organizing physical space, controlling accessibility and managing life space transitions. The study suggested that ubiquitous computing environments and networks can be designed to support Work-life integration and segmentation. Results reveal that ubiquitous computing environments tends to support users’ preferences for blurred or defined boundaries, while facilitating their well being and feelings of satisfaction in both work and life. Facilities include flexible interfaces, smart wearable devices, location-management, multi-network access, context-awareness, the ability of sense and so on.

Reeshad, Holly, Howard, Charles (2009), examined within-person structure of job performance, with an emphasis on the relationship between Organizational citizenship behavior (OCB) and counterproductive work behavior (CWB), via two experience sample studies with affect-driven phenomena that exhibit considerable within-person variation. Results indicate that within-person affective forces on OCB were independent of those on CWB- and the two phenomena were themselves independent. When directed at an organization (rather than a supervisor or coworkers), both were, however, related (within-person) to each other and to overall job performance.

Kahweiler (2008), informs the Organizational Development Community about some aspects of broad and varied area of work-life that seem highly relevant to researchers. It
was identified that there is a paucity of literature on work-life targeted specifically to O.D. professionals.

Roberts (2008) examined the concept of work-life balance through a broader concept of the temporal dimension than simply limited quantitative notions. The study identified a working pattern to suit the various and multi-dimensional facets of their lifestyles which successfully improved Work-life balance.

Chalofsky (2008) states that one approach to changing and embedding humanistic values in the organization culture is through work-life policies and programs. Programs such as the “100 Best Companies to Work For” have helped to create work-life cultures as being synonymous with humane, employee-friendly organizations.

Hammed (2008), examined the relationship between stress, social support, and work/family conflicts for 200 working women from the teaching and health care professions. The descriptive research revealed that there is significant difference between young and old women in the level of stress experienced, and there is no significant difference between junior and senior staff in their experience of work/family conflict.

Hechanova (2008) examined work-life balance in Philippine for male and female role and leadership qualities. The results reveal that initiatives to help workers achieve greater work-life balance exist.

Jennings, Douglad (2007) created work family interface model and mechanism into entrepreneurship theory. The model states that women entrepreneurs experience greater work-family conflict, coping strategies and show high performance by balancing both work and family roles.

Pituc, Sarah and Kaiser (2007) understand the lifestyle of Asian American working women with families in United States on work-life issues and suggest future steps in the research and policy areas regarding this growing demographic group.
Moore (2007), focused on how managers and workers group attempts to maintain an acceptable work-life balance. The results reveals that, although the bulk of the company’s work-life balance initiatives focus on the managers, and the managers display greater loyalty to the company, the workers are better able to achieve work-life balance. The managers focus more on achieving status and the workers on personal satisfaction.

Greenhaus, Powell (2006) defined work-family enrichment as the extent to which experiences in one role improve the quality of life in the other role. The article gave a theoretical model on work-family enrichment and offers a series of research propositions that reflect two paths to enrichment: an instrumental path and an affective path.

Lambert, Kass, Pioprowski, Vodanovich (2006) examined the impact of supportive communication and autonomy (central participation) on work-family balance and satisfaction based, in part, on Border Theory. Data was obtained from 95 employees. Results indicated that higher levels of work-family conflict were found to be associated with lower levels of life satisfaction.

Powell and Greenhaus (2006) used a conceptual model proposing a decision process that people follow in incidents of work-family conflict. The findings suggest that the utilization of cues represents positive relationships with important role senders in the work and family domains.

Kossek (2003) noted that the traditional research on managerial work family policy can be organized into several streams: an adoption stream, a demographic stream, and a policy impact stream. Research from the adoption stream tends to focus on the organizational level of analysis and examines employer characteristics predicting policy adoption or availability and work-life responsiveness, as well as variation in availability by industries and job groups. Research from the demographic stream tends to focus on the individual employee level of analysis, with regards to the perceived attractiveness, access, satisfaction, and use of policies by various demographic groups focusing on employee family-relevant demographics (e.g., gender, age, number and ages of dependents).
Sharma and Jyothi (2006) examined relationship between job satisfaction and life satisfaction of 120 teachers working in the University of Jammu. Exploratory and confirmatory analysis reveals that job satisfaction and life satisfaction are positively related with each other and also reciprocal in their effect.

Buddhapriya (2005) defined work and life balance from a business perspective. The analysis identifies that on one hand the ability of the employee to balance stress, work and life responsibilities is directly related to workplace issues like motivation, morale, productivity and absenteeism.

Moshavi & Koch (2005) examined family businesses work family conflicts facing non-family employees by examining the adoption of work-family practices in family-owned firms. The results revealed that flexible scheduling arrangements reduce work-family conflicts.

Jeffery, Nathan, Marcie (2005), reports a meta-analytic test of a two-dimensional work stressor framework with respect to stressors’ relationships with strains, motivation, and performance. Hindrance stressors had a negative direct effect on performance, as well as negative indirect effect on performance through strains and motivation. Challenge stressors had a positive direct effect on performance, as well as offsetting indirect effects on performance through strains (negative) and motivation (positive). Results suggest research and practice could benefit by distinguishing among challenge and hindrance stressors.

Rajadhyaksha, Mita (2004) examined four time phases beginning with the period after independence up to mid-2000 in order to trace a timeline for work and family research. The study has evolved into a sub-area of cross-disciplinary study of women’s studies centers with a focus on underprivileged women that looks at structures of patriarchy and their contribution to subordination of women at work and home. The study revealed that there has been little cross-pollination between work and home.
Liz Doherty (2004) explore the effectiveness of work-life balance initiatives in helping women progress to senior management and also explores the main barriers to women’s progression and highlights the long hours associated with managerial roles as a major problem.

Spector, et. al (2004) compare work-family stressors, work hours, and well being. Results reveal that there is a strong positive relation between work hours and work-family stressors. In the study, work-family stressors related to increased job satisfaction and reduced well-being. Sample were found to work for long hours, most of them have children, and report the highest job satisfaction.

Lockwood (2003) stated that the challenge of work-life balance is rising to the top of many employers’ and employees’ consciousness. In today’s fast-paced society, human resource professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. Three factors-global competitions, personal lives/family values, and aging workforce-presents challenges that exacerbate work/life balance. Author suggests companies to capitalize on factors by using work/life initiatives to gain a competitive advantage in the marketplace.

Paul and Blum (2002) investigated and found that work-family role conflict and employer responsibility to a social problem of workplace for providing child or other dependent care services.

Marian, Patricia, Kate, Sara (2002), examined the relationships between multiple life roles, well-being, and managerial skills in two studies of managerial women. Qualitative results suggested that the roles women play in their personal lives provide psychological benefits, emotional advice and support, practice at multitasking, relevant background, opportunities to enrich interpersonal skills that enhance effectiveness in management role. Quantitative results indicated that multiple role commitment positively related to life satisfaction, self-esteem, and self-acceptance. Commitment to multiple roles was also related to interpersonal and task-related managerial skills.
Madjar, Oldham, Michael (2002), examined relations between creative performance and the extent to which employees receive support for creativity from both work and non-work sources. Also observed that employees’ mood states mediated the support-creativity relations and creative personality characteristics moderated these relations. Result indicates that work and non-work support made significant, independent contributions to creative performance. Positive mood mediated these relations, and employees with less creative personalities responded most positively to non-work support.

Manus, Karen, Hazel, Kevin (2002), examined employed mother’s experiences of work-family issues. The results reveal that for higher level occupations depended upon marital status, family demands and income. Married women with lower family demands and higher incomes reported less informal support, but were more satisfied with formal work-family policies and rated them as more important. This was related to higher work/family, but lower family interference with work (Family/work), and higher job and family satisfaction.

Parasuraman, Simmers (2001) observed the impact of work and family role characteristics on work-family conflict, and indicators of psychological well being among self-employed and organizationally employed women. Results revealed that employment type have independent main effects on several variables such as autonomy, schedule flexibility at work, job involvement, job satisfaction, than those employments in organizations.

Yang, Chen, Choi, Yimin,(2000) has given differences in values about work and family time between Americans and Chinese. Research observed that Americans experience greater family demand, which had greater impact on work-family conflict, whereas the Chinese experienced greater work demand. Results from the study reveals that work demand did not differ significantly between the two countries and did not have a greater effect than family demand on work-family conflict in china.
Rajadhyaksha and Bhatnagar (2000), examined 92 female professionals life role salience. The study found no resurgence of interest in work by female professionals at later stages of their life cycle due to the continuing parental obligations of Indian women that extend well into their late adulthood years, the responsibility of care for the elderly, the lack of re-training facilities and the absence of willingness on the part of organizations to offer challenging jobs to professional women who are keen for re-entry.

Clark, (2000), introduced work/family border theory between the domains of work and family. The theory addresses how domain integration and segmentation, border creation and management, border-crosser participation, and relationships between border-crossers and other at work and home influence work/family balance.

Maliye (2000), in her research, focused on women professional managers. Purposive sampling methods with 60 women and men managers, with a structured questionnaire along with informal interviews were conducted. The findings reveal that women have to work twice as hard as men to fulfill their aspirations. The traditional role of women as a home maker and socializer of the young remains unaltered despite her new roles as an economic earner.

Bidyadhar and Sahoo (1997) examined two hundred professionals, with parameter of work-family linkages and measured work and family involvement. The study revealed that work-family and harmony were strongly inter-correlated but negatively associated with conflict factors. Socio-demographic factors emerge as significant. There is a correlation between work involvement and family involvement; and child-related support.

Balmforth, Gardner (2006) examined 75 employees, and stated that there is an association between work-family facilitation (WFF), family-work facilitation (FWF), work-family conflict (WRC) and family-work conflict (FWC) were significantly related to job satisfaction and affective organizational commitment, and WFF was also related to organizational citizenship behavior. This exploratory article reveals that both WFF and FWF were negatively related to turnover intention.
Victoria, Robert (1995), provides a systematic examination of job stressors that threaten an employee’s reputation with his or her supervisor which can have negative consequences for emotional well-being that extend beyond the workplace.

Paul Ingram, Tal Simons (1995), address pressures from both the organizational strategies and institutional environments. The results reveal that organization’s responsiveness to work-family issues was determined by both the institutional environment and demands for work-family programs from important exchange partners.

Williams, Alliger (1994), examined 41 employed parents, their multiple role juggling, task demands, personal control and goal progress affected mood in work and family roles. Unpleasant mood spill over from work to family and vice versa, but pleasant moods had little spillover. Mood states, role juggling, and daily levels of role involvement predicted end-of-day ratings of work-family conflict. In particular, daily involvement in family roles, distress experienced during family activities, and family intrusions into work were positively related to perceptions that family interfered with work.

Parasuraman, Greenhaus, Rabinowitz, et. al. (1989), found that husbands of employed women reported slightly lower levels of job satisfaction, marital adjustment, and quality of life than husbands of housewives, husbands’ time commitment to work and satisfaction with childcare were found to mediate the effect of wives’ employment on husbands’ job satisfaction and marital adjustment, respectively.

Jackson, Zedeck, Summers (1985), found that emotional interference was consistently related to family life outcomes, but structural interference was found to have little effect on quality of family life. Quality of family life was not significantly related to employees’ intentions to leave the company.
Jick, Mitz (1985) “examined stress dynamics and proposes a framework for examining the sources of these differences. The results reveals that women tend to report higher rates of psychological distress and physical illness.

Janet, Robert, Hunt (1980), examined Workplace structures which are related to individual attitudes and behaviors outside the workplace. Social structures determine attitude and behavior. Results reveal that extra-work attitudes and behavior are the causes of work place structures.

Organizational initiatives towards work-life balance policies, programs and practices

Not all work-life policies are equally suitable to a company’s business model and/or the actual needs of its workforce. Academic scholars have also suggested that companies make a rational choice by calculating the inputs and outcomes of work-life arrangements for the company (DenDulk, 2005; Poelmans & Beham, 2005)

Thompson & Prottas (2006), McDonald et al., (2005) stated five dimensions of work-life culture that affect whether employee feel comfortable using work–life benefits: (1.) Managerial support for work-life balance; (2) perceptions of potential career consequences for participating in work-life programs; (3) perceptions of heavy time demands; (4) perceptions that work-life programs are primarily for women; and (5) co-workers support for using Work-life programs.

Judge, Ilies and Scott (2006), investigated the effect of work-family conflict on the emotions of guilt and hostility, and the implications of work-family conflict and these emotions for job satisfaction and marital satisfaction. Results revealed that, family-to-work conflict experienced at work, and work-to-family conflict experienced at home, were positively associated with guilt and hostility at work and at home.

Den Dulk and De Ruijter (2005) investigated managers’ attitudes towards the use of work-life policies by testing hypotheses based on both dependency and disruption theory. The performance of the department or work group was found to be the major interest of
managers. Work-family policies are often seen as disruptive, making it difficult to achieve the department’s targets.

Poelmans and Sahibzada (2004) systematically reviewed the literature looking at all factors that may influence the adoption decision. They argue that the probability that an organization will be more effective in improving performance by reducing work-family conflict is a function of the macro-context in which an organization operates. Where as the ‘legislative and cultural context will influence individuals’ sense of entitlement to receive family support from their organizations, the labor market context will influence individuals’ choice and negotiation power, thus increasing the pressure on firms to adopt work-life policies.

Korabik, Lero and Ayman (2003) distinguish two different approaches to work-family research that has been carried out globally: micro- and macro-level approaches. First, the micro-level approach emanating mostly from North America has focused mainly on workplaces and the business case for developing more effective management approaches to reducing work-family conflict. Second, the macro-level approach has derived mainly from Europe and has identified the critical importance of public policies in relation to expectations about men’s and women’s roles and employment –supportive policies such as paid parental leave and benefits.

Glass and Finley (2002) also note an important distinction between policies which provide time for familial care versus policies which simply allow enough schedule flexibility so that family care can be worked around the (usually long) hours of employment. For example, telecommuting and flexible work schedule are arrangements that may allow or encourage high-status employees to work more rather than less (Glass and Fujimoto, 1995)

Nobel & Shapiro, (2001) has identified three surprisingly consistent themes in what employees from around the world identified as being important barriers to reconciling their work and personal lives. The three issues barriers to reconciling their included a
lack of flexible work policies and practices, the availability and affordability of dependent care, and the negative impact of work overload and long working hours.

Konrad and Mangel (2000) examined 658 organizations Human resource executives who provided survey data on firm characteristics and work-life programs. The data revealed that the percentage of professionals and the percentage of women employed were positively related to the development of more extensive work-life programs. Significant interaction effects indicated that in 195 firms work-life programs had a stronger positive impact on productivity when women comprised a larger percentage of the workforce and when higher percentage of professionals were employed.

Tess Kay (2003), examined the extent to which the growing attention related to work-life balance issues, reflected in families’. It identifies the demands facing families in balancing paid work with other activities, the strategies they adopt to meet them, and the role played by policy interventions. Attention is drawn to diversity in family structures and labor market participation, to differences in the issues encountered by families in achieving a satisfactory work-life balance, and to the contribution of policy to their strategies.

Haas, Hwang, and Russell (2000) have conducted analyses in a broad range of cultural contexts and summarize the broad commonality in arguments supporting the potential benefits that can accrue to organizations implementing work-life practices and policies. First, work –life practices can provide an incentive to increase motivation and commitment and thus achieve higher levels of productivity from the current labor pool. Second, these practices can be part of a strategy that supports attracting and retaining the best quality people. Third, an effective work-life strategy can enable the best-quality people to advance in the organization. For example, it has been recognized that barriers to women include having to take time out for dependent care responsibilities and a lack of flexibility in career structures. Finally, companies can obtain community recognition by being seen as a “good” corporate citizen or care organization.
Thompson (2005) has classified the work-life initiatives as time-based strategies, information-based strategies, money-based strategies, direct services and culture-change services. Time-based strategies include programmes or policies like flexi-time, compressed work weeks, compulsory power-offs, job sharing, part-time work, leave for new parents, phased return to work following childbirth, telecommuting, compulsory vacations and breaks and so on. Information-based strategies refer to programmes or policies on intranet resources on work-life balance, resource and referral service, relocation assistance, dependent care resources, work-life brochure and so on. Examples of money-based strategies are vouchers / subsidy for child care, flexible spending accounts, adoption assistance, discounts for child care tuition, leave with pay and so on. Direct services are those programmes or policies like on-site / near-site dependent care, emergency back-up care, lactation rooms and support, help line, concierge services, after-school and school holiday activities and so on.

Culture-change services include programmes or policies like training for managers and supervisors to help employees deal with work-life conflicts. Pro-work-life balance culture initiatives include family-friendly policies, inclusive atmosphere, supervisor support, work-life education inputs like workshops / seminars on work-life issues, counseling, wellness programmes, fitness initiatives and so on. Thus, a work-life balance friendly culture is a productive work culture where the potential for tensions between work and other parts of people’s lives is minimized. This means having appropriate employment provisions in place, and organizational systems and supportive management underpinning them.

**Impact of Role Efficacy and Emotional Intelligence on Work-life balance**

Powell and Greenhaus (2010), examined whether variables selected from theories of psychology of gender as well identity, boundary and role theories explained effect on work to family conflict and “positive spillover”. Women experienced higher positive spillover because they were higher in feminity. Women managers did not experience different levels of conflict than men, individuals who scored higher on measured family role salience, which was positively related to feminity, experienced lower conflict. Role
segmentation not only reduced conflict but also had the unintended consequence of reducing positive spillover.

Hobbler, Wayne & Lemmon (2009), examined the intervening roles of knowledge sharing and team efficacy in the relationship between empowering leadership and team performance. Team performance was measured through a time-lagged market-based source. Results revealed that empowering leadership was positively related to both knowledge sharing and team efficacy, which, in turn, were both positively related to performance.

Roger Sauve (2009), examined balance between family and work-life. The results revealed that women still do most of the juggling in bringing about a balance between family time and work time. The ongoing stress and change is leading to more dissatisfaction, more time off for illness and family reasons, more women are thinking of leaving their current employers and rated low for their employers.

Day et al. (2009) examined relationship between workplace stressors (risk perception, worries, and patient-care barriers) and two components of burnout (emotional exhaustion; depersonalization), and the moderating impact of job control of team efficacy for 106 professionals. Results reveal that lack of perceived control over one’s job was related to exhaustion and depersonalization after controlling for stressors. Job control and team efficacy buffered some of the stressor-burnout relationships.

Mulki, Lassk and Jaramillo (2008), investigated the effect of work overload and self-efficacy on important work-life balance issues which includes capability rewards and pay satisfaction. An empirical study was presented that included 138 responses which provide evidence that role stress and work overload mediate the effect of self-efficacy on work-life balance issues.

Rathi and Rastogi (2008) examined relationship between emotional Intelligence (EI) and Occupational Self-Efficacy studies on 112 scientists. Correlation and regression analysis reveals that emotional intelligence has a positive relationship with occupational self-efficacy and was found to be one of its significant predictors. The study implies that
people with higher emotional intelligence are more effective employees as compared to those with lower emotional intelligence.

Cinamon (2006) explored the relationship between work-family conflict, self-efficacy, and family background. The researcher posited a negative relationship between work/family conflict and work/family conflict self-efficacy. Additionally, she hypothesized that women would experience lower levels of work/family conflict self-efficacy. The study pointed out significant gender differences with regard to levels of work/family conflict self-efficacy. More specifically, male participants reported significant higher levels of family-work conflict self-efficacy than did women.

Waite and Gallagher (2000) documented the tensions within and between dual career couples brought about by the transformation of marriage and family life. At the personal level, marriage and family functioning have become fundamentally personal choices and responsibilities, making the maintenance of both more vulnerable. At the cultural level, while traditional values such as gender role ideologies are constantly being challenged, balance related to the importance of Work-life and personal life still persist to role efficacy and emotional intelligence.

Pleck (1977) proposed that traditional gender role expectations lead to opposite patterns between men and women in the experience of work – family conflict. According to this argument, women are more family-identified and take primary responsibility for home and care giving at the same time that men are more work-involved. Subsequent research with non-work activities more often that men and are more likely to interrupt their work in order to respond to family-related demands (Mirchandani, 1999).

Rothbard (2001) studied the dynamics of engagement in work and family roles (attention to and absorption in each role, as well as emotional responses to work and family roles) and found that work and family are more tightly linked for women that for men and that women experience depletion from work to family roles while men do not. To the extent that technology increases the permeability of the
boundary between work and family roles, it is possible that work – life integration may be more strongly affected by technology for women than for men.

Work-family conflict has been related to important individual and organizational problems such as absenteeism, intentions to leave work, decreased organizational commitment, and decreased job, family, and life satisfaction (Allen, Herst, Bruck, & Sutton, 2000; Aryee 1992; Bedeian, Burke, & Moffet, 1988; Higgins, Duxbury, & Irving, 1992; Kossek & Ozeki, 1998; Lyness & Thompson, 1997; Netemeyer, Boles, & McMurrian, 1996; Thomas & Ganster, 1995). In addition, negative mental and physical health outcomes (e.g. depression, stress, job burnout) have been associated with high levels of work-family conflict (Boles, Johnston, & Hair, 1997; Frone, 2000; Parasuraman, Purohit, Godshal, & Beutell, 1996). More recently scholars have called for a more balanced approach that recognizes the positive effects of combining work and family roles (e.g. Barnett & Hyde, 2001; Frone, 2003). Experiences in one role can produce positive experiences and outcomes in the other role.

Antal and Izraeli (1993) have suggested a number of predictors for women’s progress into management in a cross-culture setting. These predictors include level of female labor force participation, women’s participation in higher education, economic structure, and women’s political representation.

The work-family conflict literature typically assesses the sources processes and types of conflict between work and family roles and their consequences for attitudinal outcomes (Kossek, Noe and Demarr, 1999). Considerable work has focused on the process of role interaction between work and family, such a spillover, where attitude and behaviors might carry over from one to another, often provoking competing (and conflicting) demands (Greenhaus and Beutell, 1985; Kopelamn, Greenhaus and Connolly, 1983). By mainly focusing on measuring and describing conflict, the work-family conflict literature overlooks the individual’s influence on the selection of personal strategies for work-family role integration that may beget spillover and conflict in the first place (Kossek, Noe and Demarr, 1999).
The above review of research focused on several factors of work–life balance such as spill over, conflict at work and personal life domains, barrier to career advancement, gender sensitivity, increased choice and flexibility at workplace, challenging stress and so on. Research has highlighted the significance of psychological constructs in managerial perspective. Although Powell & Greenhaus (2010), Cinamon, (2003) have provided support towards work-life balance through psychological constructs, additional research is needed to specify degree of role efficacy and degree of emotional intelligence. There is a need to examine role efficacy and emotional intelligence of women and men managers. The area work-life balance of career managers related to family dynamics on the career of women and men still needs to be explored (Singh et al., 2002). There is also need to determine the various ways by which family experiences can enrich life at work. Family-derived resources include assistance with children, elders and housework; emotional support; and the development of skills than can be applied to the work domain (Friedman & Greenhaus, 2000). Pituc, Sarah and Kaiser (2007) has provided some support for psychological research on Asian women and work-life issues, additional research is needed to explore the Indian managers family resources and experiences that are associated with different types of enrichment.

In an Indian study (Hussain and Rukmini Rao, 1980) on the status of women in public enterprises, it was found that there was job stagnation in industry for women in general, and particularly in low skilled jobs. The management policies indicated that women did not require training or career planning. They were not considered suitable for supervisory jobs. Managers seemed to carry such stereotypes about women in society as “women earn pin money and don’t really need a wage”, “women are not interested in their work”, “they work to have fun,” “women are not and should not be ambitious”, etc. The study reflected these views in the existing organizational policies and ongoing practices that treated women as non-existent (encyclopedia of women and Human Resources, 2001) which is contradicted in the present scenario by Archana Bhaskar, HR Director for Shell Companies in India, observes “there is certainly positive change for women in India in the work place. There is a gap in the Indian talent market, with significantly more than talented people. Today, women are thought of as great managers, often pursued strongly by search firms. In fact, several firms have targets to achieve on women number ……” (www.shrmindia.org/perspectives-women)
Research Gap

• Prior research identified some support towards work-life balance through some psychological constructs, but additional research is needed to specify degree of role efficacy, degree of emotional intelligence and impact on work-life balance.
• There is also a need to examine role efficacy and emotional intelligence of women managers. Work-life balance of career managers as related to family dynamics also needs to be explored.
• Additional research is needed to explore the family resources and experiences in the Indian context that are associated with different types of enrichment.

Research questions

▲ Does the examining of the interactive effects of multiple individual differences include personality traits and demographic differences?
▲ How do women perceive and face the challenges in their work-life?
▲ Do coping strategies facilitate enactment of direct roles?
▲ What role does personality play in the ability to identify, select, and implement these various thriving strategies?

Thus, the above issues identified significant research gaps, which need to be addressed to engender data and literature in the area of work-life balance and also to further research.