CHAPTER 5

CONCEPTUAL FRAMEWORK

5.1 Defining the term work life and impact of work life balance

Ever since the advent of Liberalization, Privatization and Globalization, India has come to be recognized as one of the major emerging economies of the world, necessitating momentous paradigm shifts in business processes that compel organizations to transform the way in which they function compared to earlier days. Increased emphasis on competition and radical technological advancements has resulted in organizations to be more competitive, agile, and flexible and customer focused.

Consequently organizations require, empowered employees possessing higher competencies and multitasking skills in order to ensure sustained growth at minimum operational costs. Employees working in organizations of the modern era most often encounter eternal challenge of performing well and are forced to devote most of their time at work in this enhanced competitive work setting. However, commitment towards self development, allegiance to family and social life in order to fulfill the demands and duties along with organizational obligations are imperative for any individual employee.

Understandably, any imbalance between organisational and personal commitments and the in efficient management of life priorities can lead to serious consequences in each or all of these domains. The consequences may in general manifest as diminished job satisfaction, poorer productivity and performance, lower organizational commitment, inferior career ambitions & success, increased
absenteeism & intention to leave, as well as employee burnout, job stress, poorer physiological and psychological health, and diminished performance in personal life & family.

Thus, WLB and employee perception of well being have come to be recognized to be vital for the organizational growth and effectiveness. Human resource management practices in modern organizations emphasize effective strategies that ensure employee well being reflected in terms of organizational commitment through initiatives referred to as employee engagement. The importance of work life balance of the employees and the parameters that influence WLB in modern work and life settings cannot be over emphasized in this era of acutely competitive business environment and dwindling skilled manpower combined with ever increasing costs of employment. It is no wonder that this area of HR management has received great deal of focus from researchers, management, government and the media over the past few decades.

This paper attempts to bring together salient and notable contributions on WLB and influence of different parameters influencing WLB in different organizational sectors not only towards presenting better conceptual understanding of work life balance through various, theories propounded and the measurement scales used in range of studies, but also to identify possible directions for further research.

5.2 Organization of literature

Organization of literatures on work life balance has been conceptualized mainly under four parts. Initially theoretical background of the subject is elicited through various definitions and theories pertaining to the area. The second part presents, various scales for measurement of work life balance while the third and
fourth part is devoted to discussion on the various factors influencing WLB and their consequences. Studies undertaken in this direction internationally and nationally are presented separately.

5.3 Work life balance theoretical definitions

Work-life balance is a broad concept, defined in different ways by different researchers using diverse dimensions. The origins of research on work-life balance can be essentially traced back to studies on women having multiple roles.

Work life balance was initially termed as work family conflict, Kahn et al. defined as “a form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role being made more difficult by virtue of participation in the family (work) role” defined role balance as “the tendency to become fully engaged in the performance of every role in one’s total role system, to approach every typical role and role partner with an attitude of attentiveness and care. Put differently, it is the practice of that even handed alertness known sometimes as mindfulness”.

In simple terms, work–life balance is defined as “the extent to which individuals are equally engaged in and equally satisfied with work and family roles” it also defined a balanced life as achieving satisfying experiences in all life domains. He stated that to achieve satisfying experiences in all life domains requires personal resources like energy, time and commitment to be well distributed across domains. Subsequently, modified the definition as satisfaction and good functioning at work and at home with a minimum of role conflict. Work-life balance as the extent to which a person can concurrently balance the emotional, behavioral and time demands of both paid work, personal and family responsibilities.
Traditionally, and most often, researchers have opined that work–family balance to be the nonexistence of work–family conflict, or the rate of recurrence and intensity with which work interferes with family or family interferes with work. Duxbury had defined work life balance as a combination of role overload, work to family interference and family to work interference. Role overload refers to having too much to do in a specified time leading to feeling of stress, fatigue and time crunch.

Work to family interference occurs when demands and responsibilities of work rendering fulfillment of family demands and responsibilities of individuals difficult. Family to work interference occurs when family demands and responsibilities make it more difficult for an individual to fulfill work demands and responsibilities. According to Voydanoff, work life balance is a global assessment of work and family resources to meet the work and family demands so that individual could able to discharge effective participation in both the domains. Greenhaus and Allen defined work–family balance as the degree to which an individual’s effectiveness and satisfaction in the roles of work and family domain are well-matched with the individual’s life priorities.

Many of the studies recognize that an individual’s life involves multiple domains and is not restricted to work and home domains alone. Warren identified over 170 different life domains based on the previous studies. Notable among them include domains of work, financial resources, leisure, dwelling and neighborhood, family, friendships, social involvement and health. These domains of life have been observed to be very closely interrelated, implying ignorance or inappropriate preference to any one life domain may have significant impact on other areas of life resulting in overall imbalance in the life of individuals.
Grzywacz and Carlson define work/life balance as “accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains”. Swami defined work life balance as a practice that is concerned with providing scope for employees to balance their work with the responsibilities and interests they have outside work.

“Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities” While definitions and explanations differ, work/life balance can be generally associated with equilibrium, or maintaining an overall sense of harmony in life.

5.4 Work life balance measurement

Developing and validating a measure of work life balance is a critical element for mapping of work environment prevailing in any organization has been recognized to be essential tool for researchers, management practitioners to facilitate advanced research in this area. Initially, work life balance was estimated in terms of work family conflict, in line with the model proposed by Greenhaus and Beutell that include different types of conflict such as time based conflict, strain based conflict and behavior based conflict. The model hypothesized that any role attribute that influences individual’s time involvement, strain or behavior within a role, can generate conflict between that role and the other roles played by the individuals. Time based conflict occurs when time devoted to one role makes it difficult to fulfil the demands in another role.

Strain based conflict exists when psychological strain produced within one role have an effect on the functioning of individual’s another role. The model also indicated that strain based work family conflict was likely to be the most intense for
employees exposed particularly to extensive physical, emotional, or mental work demands. Behaviour based conflict occurs when specific behaviors effective in one role are inappropriate with behavioral expectations in another role. Marshall and Barnett proposes a scale comprising four dimensions to measure work-family gains and strains among earning couples, which includes a measure of work-family strains and gains along with work-parenting strains and gains. While, work-family gains represent positive gains from work and family roles, work-family strains relates to the extent to which the individuals experienced contagion or spill over of stress between different roles. Work-parenting strains and gains depict the gains and strains of combining work and parenting roles of an individual.

5.5 **Factors of work life balance**

Many studies have been devoted in search of antecedents influencing perception of work life balance among individuals. These antecedents can be broadly grouped based on the major dimensions of WLB namely, individual, organizational and societal factors. The following sections present notable contributions of the researchers in these directions.

Dependent variable: overall balance between work and life

Independent variable: work life balance benefits

5.6 **Individual factors influencing work life balance**

The studies undertaken in determining the Individual factors influencing the perception of work life balance among employees is explained in terms of personality, well-being and emotional intelligence.
5.7 **Personality and work life balance**

McCrae & John proposed Big Five factor model of personality traits in terms of five basic dimensions namely:

(i) Extraversion - describing active, assertive, energetic, enthusiastic and sociable individuals, (ii) Agreeableness– characterizing cooperation, forgivingness, kindness and trust, (iii) Conscientiousness– pertaining to achievement orientation, dependability, orderliness, efficiency, responsibility and hardworking, (iv) Neuroticism- referring to anxiety, insecurity, tension, and worry, and (v) Openness to Experience - characterized by intelligence, imagination, curiosity, creativity, and originality. In general personality can be defined as the sum total of ways in which an individual reacts to and interact with others.

5.8 **Organizational factors influencing work life balance**

The studies undertaken in determining the work related factors influencing the perception of work life balance among individuals is explained in terms of flexible work arrangements, work life balance policies and programmes, work support, job stress, technology and role related factors.

5.9 **Work arrangements and work life balance**

Many studies have suggested that flexible work arrangements would help the employees to attain a better blend between work and non work activities and help the organizations to recruit, retain and motivate their employees. Christensen and Stains identified that flextime work arrangement reduced late comings, absenteeism, and turnover. The study concluded that flexible time strategy improved employee productivity by minimizing absenteeism, turnover and work family conflict. Hill et
al conducted a study on 6,451 employees of IBM in USA and the study empirically suggested the importance of flexible work timings and location of work place to reduce employee’s work life imbalance.

The study demonstrated that individual with the perceived job flexibility have the benefit of good work life balance and were capable of working longer hours. Wayne et al. suggested that limiting work hours may benefit workers to increase the level of work family balance because fewer work hours may contribute to reduction in work family conflict. Hill et al. propounded that, flexi time helps employees to manage their work and family responsibilities effectively there by allowing them to minimize work family conflict and to improve the performance at work & home. Lingard, Francis and Turner conducted a study among project-based construction workers in a large civil engineering construction project in Melbourne, Australia.

The study captured data with regard to the number of hours worked, satisfaction with work life balance and capacity to complete required tasks at work & at home. Results demonstrated a strong correlation between hours worked each week and participants’ work & life experiences. The time series modelling revealed that workers taking a short, temporary break from work can contribute to improve work life balance. Julien, Somerville and Culp had examined the role of alternative work arrangements that helps to reduce work life conflict in the public sector.

The Results revealed that a compressed work week is considered as an alternative work life arrangement that reduces work-life conflict and helps to enhance work-life balance. High levels of management & superior support of flexible work arrangements such as flexible hours and compressed work week were positively related with the ability to balance personal, family and work demands. Recent days, most of international studies have laid higher emphasis on flexible
work arrangements and new working conditions compared to other work life balance initiatives.

In Indian context, Madipelli, Sharma & Chinnappaiah investigating on factors influencing work life imbalance among female teachers at home and at work place observed that, organizations having ineffective work arrangements, poor working conditions, long working hours, lower income, pressurized work environment etc., may be responsible for monotony, frustration and stress towards work and home among employees, which leads to work life imbalance. Marital relationship, attitude and cooperation of husband and family members were the other factors may also relate to WLB amidst working women

5.10 Job stress & work life balance

According to Stanton, et al. job stress can be defined as individual’s perception about work environment as threatening or demanding, or discomfort experienced by an individual in the work place. Work life balance has been linked to the varied levels of job stress among employees in different occupations. Bell, Rajendran & Theiler investigated the relationships between job-related stress, health, work-life balance and work-life conflict among Australian academia.

The results indicated that high levels of job stress to be positively associated with increased work family conflict and ill-being, while negatively correlated to work life balance and wellbeing. Over the past few decades, substantial research has demonstrated that anxiety related job stress has a negative effect on wellbeing amongst academia. Devadoss & Minnie investigated the influence work related stressors on work life imbalance based on experts’ opinion.
The data analyzed by means of Combined Overlap Block Fuzzy Cognitive Mapping (COBFCM) model and identified a work related stressor that exhibit greater ability to strike a proper balance between work and family domains.

5.11 Technology and work life balance

Lester identified that technology can either facilitate or hinder work life balance by creating a more accessible and flexible environment at all times of day and night enabling individual to work anywhere, any time. Waller and Ragsdell investigated the impact of organizations dominated with e-mail culture up on employees’ lives outside working hours. The study observed both positive as well as negative impact of the culture on employees.

5.12 Role related factors and work life balance

Greenhaus and Beutell had identified that work domain factors such as, role conflict, role ambiguity, working hours and inflexibility of the work schedule have a vital role in developing work family conflict. Role conflict is the simultaneous occurrence of two or more sets of pressures, such that adaptation with one role makes adjustment with the other more difficult while role ambiguity refers to the lack of clarity about the expectations of the role which may arise out of lack of understanding.

Jayanthi and Vanniarajan had investigated the effect of work life imbalance on organizational and family domain performance among executives employed in service industry in southern part of India. The study identified that Organizational role stress factors exert significant influence up on work life imbalance. The investigators also observed that the level of these factors to be higher in private sector as compared to public sector organizations and also higher among female executives than male executives.
5.13 **Factors influencing work life balance**

The below figure 5.1 explains and determining the factors influencing the perception of work life balance among individuals is explained in terms of childcare responsibilities, family & social support along with other societal factors.

![Figure 5.1 Influence of work life balance](source:www.google.com)

5.14 **Childcare responsibilities and work life balance**

Various studies had suggested that family related factors such as number of children and childcare responsibilities lead to imbalance in work and family roles. Fathers experienced stress in child caring during the absence of employed wives.
from home. Increased number of children at home results in increased home demands causing additional stress and work family conflict. Investigated on major difficulties faced by the employed parents of small children particularly of age below six years, in providing adequate child care. Additionally, child care as well as care for elderly, imposes more emotional burden on females compared to males. Many studies showed that employed mothers finding difficulties in child-care arrangements experienced high depression.

Work life balance study among teachers from various schools located in Hyderabad and Andhra Pradesh, India to investigate the influence of child demographics namely; number of children and their age on WLB. The results revealed that school teachers with more number of children (three children) and also the childless teachers perceived similar WLB.

**5.15 Family support and work life balance**

Societal factors namely family support including spouse support was observed to have an impact on work life balance of individuals. Adams et al. in his studies observed that emotional and instrumental support from family as well as society was associated with lower levels of work family imbalance. It is investigated on balancing work demands with personal needs and family responsibilities by Filipina entrepreneurs (EntrePinays), in order to sustain their business and at the same time live a meaningful and happy life.

Findings revealed that both positive and negative spillover effects of work-life relationships. Negative spillover stimulates stress among the entrepreneurs while positive spillover can lead to their elevated levels of life satisfaction. The results demonstrated various strategies to balance work and life such as personal planning with proper time management, the magnitude of spouse support for married
entrepreneurs or the extent of support of the family members for non-business work responsibilities and activities, and delegation of routine jobs to trusted employees, usually a family member, having a flexible work schedule.

5.16 Other societal factors and work life balance

Work life balance had identified family domain factors that have a vital role in developing work family conflict and these factors comprised of the number of children, spouse employment, family quarrel, low spouse support and expectations for affection and openness. It studied the relationship between parental responsibilities and time obligation to family and work-family conflict among self- and organizationally employed individuals.

The results showed that the outline of work-family conflict predictors in the family domain varied according to employment status. Parental demand was positively related to work-family conflict among self-employed individuals, while family involvement was negatively correlated with work-family conflict among individuals employed in organizations.

Work life balance identified various family related factors such as, increasing participation of women, child bearing women and dual career women in workforce, increasing single-parent/ single person households and increased child-care/ elder care burden to be significantly influencing WLB of employees. It is demonstrated the important factors influencing work life balance of women entrepreneurs in South India. The study had observed that dependent care issues, quality of health, and lack of appropriate social support as some of the major factors influencing the WLB among women entrepreneurs.
5.17 Other factors influencing work life balance

Many studies had explored the influence of demographic variables and attitudinal issues on work-life balance within the working population. Duxbury and Higgins observed significant increases in work-life conflict were observed regardless of gender, job type and parental status as compared to studies in the year 1991 among large sample of employees in Canada. Parasuraman and Simmers revealed that gender and job type had significant influence on work-family issues, job involvement and job satisfaction. The influence of gender on work-life issues was reported in many literatures. The studies have also indicated that the major stress experienced by females experience arises from family demands rather than work demands particularly when the family has children. Emslie, Hunt and Macintyre identified that factors affecting work and family life did vary by gender. Nurturing children and being in a senior position were more strongly related to work– home conflict for women than men. Barnett et al. identified the relationship of income of employees and balancing work and family responsibilities. Employees with lower income, particularly single mothers, have more difficulties in balancing work and family responsibilities.

Work life balance examined a significant relationship between demographic variables namely; age, experience, marital status, income, type of family, number of dependents and perception of work-life balance among women employees in Bangalore city, India. They also articulated the importance of these relationships for designing appropriate policies for employees to deal with work life balance issues. Nathani and Jha explored some of the factors influencing WLB namely, ageing population, emergence of service sector industries, technological advancement of work, skill shortages, loss of social support network, globalisation and demographic shift of workforce.
5.18 Outcomes of work life balance

The impact of perceived WLB on employees can result in varied consequences in the work place as well as in the personal and societal life. The literature reported on studies undertaken in investigating the outcomes of WLB is broadly categorized in to work related outcomes and non-work related outcomes and are highlighted in the ensuing sections.

5.19 Work life balance and work related outcomes

Work life balance proposed that the continuous inability of employees to balance work and life responsibilities may contribute to organizational performance in terms of increased absenteeism & turnover, reduced productivity and decreased job satisfaction. Most of the study reveals among police personnel and revealed that work-life balance significantly related to job satisfaction.

Many researchers have established that the wellbeing practices of management towards their employees helps to achieve higher levels of job satisfaction and stronger commitment to their organization. Hughes and Bozoneles conducted a study among bus drivers and identified that work-life imbalance to be a major source of dissatisfaction for the participants rather than a source of concern. In addition, participants demonstrated appreciable association between work-life imbalance and withdrawal behaviours, including turnover and non-genuine sick absence. Keeton et al.explored the factors influencing career satisfaction, work life balance, and burnout among physicians. They observed that both women and men to be highly satisfied with their careers while only moderately satisfied with work life balance and emotional resilience.
5.20 Problem resulting from poor work life balance

The above figure 5.2 explain the various problem and result percentage of poor work life balance. Better work-life balance and minimal work-life conflict can also be related to non-work related outcomes namely, life satisfaction, family satisfaction, marital and leisure satisfaction and family performance. Hobson, Delunas and Kesic identified consequences of work-life imbalance as increased
level of stress and stress-related illness, reduced life satisfaction and heightened family conflict often resulting in divorce.

Hyman et al. indicated that interference of work demands into personal life could be related to the development of severe stress, sleeplessness and emotional exhaustion among employees in UK call-centres and software development sectors. Additionally, employees perceived that interference of work obligations into their personal lives negatively affected health.

The literature also proposes that imbalance between work and non-work activities reduce psychological and physical well-being. Shanafelt conducted study on burnout and satisfaction with work life balance among large sample of US physicians in all specialty disciplines relative to the general US population. The results indicated that burnout was more common among physicians as they tend to work longer hours and have greater struggles with work-life integration. Physicians in general surgery, general surgery subspecialties, and obstetrics/gynaecology were identified to suffer from low levels work life balance.

Lakshmi, Ramachandran and Boohene identified the issues connected with work life balance of female nurses in government and private hospitals in Tamil Nadu, India and the results also indicated that both government and private hospital nurse’s work life balance is a challengeable one. The study suggested that government and private hospital management need to be conscious of the status of female nurses and periodically review their work and personal life satisfaction.

5.21 Responsibility of the employer

Texas Quick, an expert witness at trials of companies who were accused of overworking their employees, states that "when people get worked beyond their
capacity, companies pay the price." Although some employers believe that workers should reduce their own stress by simplifying their lives and making a better effort to care for their health, most experts feel that the chief responsibility for reducing stress should be management.

According to Esther M. Orioli, president of Essi Systems, a stress management consulting firm, "Traditional stress-management programs placed the responsibility of reducing stress on the individual rather than on the organization—where it belongs. No matter how healthy individual employees are when they start out, if they work in a dysfunctional system, they’ll burn out."

Work–life balance has been addressed by some employers and has been seen as a benefit to them. Research by Kenexa Research Institute in 2007 shows that those employees who were more favourable toward their organization’s efforts to support work–life balance also indicated a much lower intent to leave the organization, greater pride in their organization, a willingness to recommend it as a place to work and higher overall job satisfaction.

Employers can offer a range of different programs and initiatives, such as flexible working arrangements in the form of part-time, casual and telecommuting work. More proactive employers can provide compulsory leave, strict maximum hours and foster an environment that encourages employees not to continue working after hours.[citation needed] As of March 2011, paid leave benefits continued to be the most widely available benefit offered by employers in the United States, with paid vacations available to 91 percent of full-time workers in private industry. Access to these benefits, however, varied by employee and establishment characteristics.
In private industry, paid vacation benefits were available to only 37 percent of part-time workers. Paid sick leave was available to 75 percent of full-time workers and 27 percent of part-time workers. Paid vacations were available to 90 percent of workers earning wages in the highest 10th percent of private industry employees and only to 38 percent of workers in the lowest 10 percent of private industry wage earners. Access to paid sick leave benefits ranged from 21 percent for the lowest wage category to 87 percent for the highest wage category. These data are from the National Compensation Survey (NCS), which provides comprehensive measures of compensation cost trends and incidence and provisions of employee benefit plans.

It is generally only highly skilled workers that can enjoy such benefits as written in their contracts, although many professional fields would not go so far as to discourage workaholic behaviour. Unskilled workers will almost always have to rely on bare minimum legal requirements. The legal requirements are low in many countries, in particular, the United States. In contrast, the European Union has gone quite far in assuring a legal work–life balance framework, for example pertaining to parental leave and the non-discrimination of part-time workers.

According to Stewart Friedman—professor of Management and founding director of the Wharton School’s Leadership Program and of its Work/Life Integration Project—a "one size fits all" mentality in human resources management often perpetuates frustration among employees. "[It’s not an] uncommon problem in many HR areas where, for the sake of equality, there's a standard policy that is implemented in a way that's universally applicable -- [even though] everyone's life is different and everyone needs different things in terms of how to integrate the different pieces. It's got to be customized." Friedman’s research indicates that the
solution lies in approaching the components of work, home, community, and self as a comprehensive system. Instead of taking a zero-sum approach, Friedman’s Total Leadership program teaches professionals how to successfully pursue "four-way wins"—improved performance across all parts of life.

Although employers are offering many opportunities to help their employees balance work and life, these opportunities may be a catch twenty-two for some female employees. Even if the organization offers part-time options, many women will not take advantage of it as this type of arrangement is often seen as "occupational dead end".

Even with the more flexible schedule, working mothers opt not to work part-time because these positions typically receive less interesting and challenging assignments; taking these assignments and working part-time may hinder advancement and growth. Even when the option to work part-time is available, some may not take advantage of it because they do not want to be marginalized. This feeling of marginalization could be a result of not fitting into the "ideal worker" framework (see: Formation of the "ideal worker" and gender differences).

Additionally, some mothers, after returning to work, experience what is called the maternal wall. The maternal wall is experienced in the less desirable assignments given to the returning mothers. It is also a sense that because these women are mothers, they cannot perform as "ideal workers". If an organization is providing means for working mothers and fathers to better balance their work–life commitments, the general organizational norm needs to shift so the "ideal worker" includes those who must manage a home, children, elderly parents, etc.
5.22 **Work family conflict**

Work and family studies historically focus on studying the conflict between different roles that individuals have in their society, specifically their roles at work, and their roles as a family member. Work–family conflict is defined as inter role conflict where the participation in one role interfere with the participation in another. Work life balance differentiate three sources for conflict between work and family: Conceptually, the conflict between work and family is bi-directional. Scholars distinguish between what is termed work-to-family conflict (WFC), and what is termed family-to-work conflict (FWC). This bi-directional view is displayed in the figure on the right.

Accordingly, WFC might occur when experiences at work interfere with family life like extensive, irregular, or inflexible work hours. Family-to-work conflict occurs when experiences in the family interfere with work life. For example, a parent may take time off from work in order to take care of a sick child. Although these two forms of conflict — WFC and FWC — are strongly correlated with each other, more attention has been directed at WFC. This may because family demands are more elastic than the boundaries and responsibilities of the work role. Also, research has found that work roles are more likely to interfere with family roles than family roles are likely to interfere with work roles.

Most of them describe in their paper three categories of consequences related to WFC: work-related outcomes (e.g., job satisfaction or job performance), nonwork-related outcomes (e.g., life or family satisfaction), and stress-related outcomes (e.g., depression or substance abuse). For example, WFC has been shown to be negatively related to job satisfaction whereas the association is more pronounced for females.
The vast majority of studies investigating the consequences of WFC were interrogating samples from Western countries, such as U.S. Therefore, the generalizability of their findings is in question. Fortunately, there is also literature studying WFC and its consequences in other cultural contexts, such as Taiwan and India. Work life balance could not find any cultural difference related in work-related and nonwork-related outcomes of WFC when they compared Great Britain and Taiwan. Likewise, also did not detect specific cultural differences between employees from Norway and India. Nevertheless, more cross-cultural research is needed to understand the cultural dimensions of the WFC construct.

The research concerning interventions to reduce WFC is currently still very limited. As an exception, Nielson, Carlson, and Lankau showed that having a supportive mentor on the job correlates negatively with the employee’s WFC. However, other functions of mentoring, like the role model aspect, appear to have no effect on WFC. Therefore, the mechanisms how having a mentor influences the work–family interface remain unclear.

In terms of primary and secondary intervention there are some results. Conducted a field study and showed that training supervisors to show more family supportive behavior, led to increased physical health in employees that were high in WFC. At the same time, employees having low WFC scores even decreased in physical health. This shows that even though interventions can help, it is important to focus on the right persons. Otherwise, the intervention damages more than it helps. Another study showed that training employees helps to reduce shift work related WFC. Additionally, this training is more effective, if the partner of the focal person is also participating. Therefore, integrating the family into the intervention seems to be helpful too. There are various additional factors that might
influence the effectiveness of WFC interventions. For example, some interventions seem more adequate to reduce family-to-work conflict (FWC) than WFC. More research is still needed, before optimal treatments against WFC can be derived.

5.23 Work life balance diversity

Sexual orientation

In terms of family guidelines and agreements, corporate policies exclusively refer to marriages among women and men and thereby disregard the situation and the special needs of so-called "non-traditional" families. These non-traditional families often consist of couples or individuals with lesbian, gay, bisexual or transgender (LGBT) backgrounds that are increasingly under pressure of the community, as their needs within corporations are often paid inadequate attention. Exclusive behavior such as creating environments that do not encourage LGBTs to disclose their sexual orientation, or even neglecting the fact that LGBT are allowed to adopt children, leads to a feeling of isolation and job stress that ultimately negatively effects the WLB of the affected individuals.

As international studies reveal, LGBT-supportive corporate policies strengthen an inclusive environment at the workplace and are therefore beneficial for the affected individuals, and the overall company performance. Reduced discriminatory behavior amongst employees, enhanced job satisfaction, and employee engagement are major reasons for these observations.

However, individual experiences with these kinds of inclusive policies vary, as there seem to be "implementation gaps" between equality and diversity policies, and practice across sectors, workplaces and even within buildings of organizations.
On a macroeconomic level public health policies should be adapted and developed towards more inclusive and diversified approaches regarding minorities such as LGBT, as this is proved to be beneficial to the health of the affected minorities, which in return lowers the cost for the overall public health system

5.24 Work life balance and telecommuting

Although the concepts of "telecommuting" and "Telework" are closely related, there is still a difference between the two. All types of technology-assisted work conducted outside of a centrally located work space (including work undertaken in the home, outside calls, etc.) are regarded as tele work. Telecommuters often maintain a traditional office and usually work from an alternative work site around 1 to 3 days a week. Telecommuting refers more specifically to work undertaken at a location that reduces commuting time. These locations can be inside the home or at some other remote workplace, which is facilitated through a broadband connection, computer or phone lines, or any other electronic media used to interact and communicate.

As a broader concept than telecommuting, telework has four dimensions in its definitional framework: work location, that can be anywhere outside of a centralized organizational work place; usage of ICTs (information and communication technologies) as technical support for tele work; time distribution, referring to the amount of time replaced in the traditional workplace; and the diversity of employment relationships between employer and employee, ranging from contract work to traditional full-time employment.

A frequently repeated motto is that "work is something you do, not something you travel to." Variations of this include: "Work is something we DO, not a place that we GO" and "Work is what we do, not where we are"
The roots of telecommuting are found in early 1970s technology that linked satellite offices to downtown mainframes through dumb terminals using telephone lines as a network bridge. The ongoing and exponential decreases in cost along with the increases in performance and usability of personal computers forged the way for moving the office to the home. By the early 1980s, branch offices and home workers were able to connect to organizational mainframes using personal computers and terminal emulation.

Telework is facilitated by tools such as groupware, virtual private networks, conference calling, videoconferencing, virtual call centre and Voice over IP (VOIP). It can be efficient and useful for companies since it allows workers to communicate over long distances, saving significant amounts of travel time and cost. As broadband Internet connections become more commonplace, more and more workers have adequate bandwidth at home to use these tools to link their home to their corporate intranet and internal phone networks.

The adoption of local area networks promoted the sharing of resources, and client–server computing allowed for even greater decentralization. Today, telecommuters can carry laptops which they can use both at the office, at home, and nearly anywhere else. The rise of cloud computing technology and Wi-Fi availability have enabled access to remote servers via a combination of portable hardware and software.

Furthermore, with their improving technology and increasing popularity, smart phones are becoming widely used in Telework. They substantially increase the mobility of the worker and the degree of coordination with their organization. The technology of mobile phones and personal digital assistant
(PDA) devices allows instant communication through text messages, camera photos, and video clips from anywhere and at any time.

5.25 Work family enrichment

Work–family enrichment or work–family facilitation is a form of positive spillover, defined as a process whereby involvement in one domain establishes benefits and/or resources which then may improve performance or involvement in another domain. For example, involvement in the family role is made easier by participation in the work role.

In contrast to work–family conflict which is associated with several negative consequences, work–family enrichment is related to positive organizational outcomes such as job satisfaction and effort (Wayne et al., 2004). There are several potential sources enrichment can arise from. Examples are that resources (e.g., positive mood) gained in one role lead to better functioning in the other role or skills and attitudes that are acquired in one role are useful in the other role.

5.26 Wholeness Balance Well-Being

The below figure 5.3 explain the conceptual frame work of wholeness balance of well being about work life balance and its factor which make the balance of work and life. Conceptually, enrichment between work and family is bidirectional. Most researchers make the distinction between what is termed work–family enrichment, and what is termed family–work enrichment. Work–family enrichment occurs, when ones involvement in work provides skills, behaviors, or positive mood which influences the family life in a positive way.
Family-work enrichment, however, occurs when one's involvement in the family domain results in positive mood, feeling of success or support that help individuals to cope better with problems at work, feel more confident and in the end being more productive at work. Several antecedents of work–family enrichment have been proposed. Personality traits, such as extraversion and openness for experience have been shown to be positively related to work–family enrichment. Next to individual antecedents, organizational circumstances such as resources and skills gained at work foster the occurrence of work–family enrichment. For example, abilities such as interpersonal communication skills are learned at work and may then facilitate constructive communication with family members at home.
5.27 Current practices in Work life balance

Employers are becoming increasingly aware of the cost implications associated with over-worked employees such as: operating and productivity costs, absenteeism, punctuality, commitment and performance. There are five main reasons why companies participate in work life balance programs: high return on investment, recruitment and retention of employees, legislation, costs and union regulations. There are a wide variety of practices currently being used to help employees achieve work-life balance. It is important to note that some work-life balance programs help employees handle stress and otherwise cope more effectively while other programs help to reduce the absolute stress levels by rebalancing work life. A growing number of employers have implemented wellness programs or pay for their employees’ gym membership as part of a benefits package. Some companies invite fitness trainers or yoga instructors into the office to hold lunchtime sessions.

Some companies undertake initiatives to improve employees’ healthy eating habits. Others offer stress management programs which include stretching, yoga, counseling, as well as bringing in Registered Massage Therapists to work. Many employers are offering longer vacation times than the mandatory 2 weeks per year imposed by Canadian legislation. Additionally, some companies will offer “flex” days. Interestingly, sick days tend to go down once some is “entitled” to three weeks or more a year of holidays. Human resources policies that can be used to increase work-life balance include implementing time off in lieu of overtime pay arrangements, providing a limited number of days of paid leave per year for child care, elder care or personal problems, or having policies around weekend and evening use of laptops and Blackberrys.
There are some issues that arise when employees have flexible work hours such as lack of face-time with other staff and not being as available to clients; these issues can be solved by ensuring employees discuss scheduling with supervisor and let clients and other employees know their hours of availability. Sometimes in order to accommodate workers need for work life balance, firms may need to reduce the amount of work given to each employee. To accomplish this, employers can hire new people, reduce time spent in job-related travel, allow for job sharing, or reevaluate the work itself and how it is structured and organized with work process improvements and/or reengineering of work. According to a study by Messmer in 2006, flexible scheduling is the benefit valued most by employees. However, increased flexibility, if implemented without conditions and used to facilitate business ends without provision for worker consent, could compromise instead of enhance work life balance.