CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

A Review of Literature of this study is a critical and in depth evaluation of previous research. It is not a chronological catalogue of all of the sources, but an evaluation, integrating the previous research together and also explain how it integrates into the proposed research program. All sides of an argument must be clearly explained to avoid bias and area of agreement and disagreement should be highlighted.

Pranav Naithani (2005) finds that the key recessionary reasons which have negatively influenced employee work-life balance. Further, important recession specific benefits which organizations can avail due to enhanced employee work-life balance have been presented followed by suggestions for adapting work-life balance facilities under current economic downturn as well as in any such situation in the future. Work life balance become wide gamut in organization facilities is being provided by a large number of organizations. Recent economic downturn has witnessed a sudden interruption in the spread and growth of work-life balance facilities at organizational level.

Almuth McDowall (2005) views the considerations addressing a gap in the current work–life balance regarding individual-focused approaches to inform interventions, work life balance is to draw up a competency-based framework for relevant learnable knowledge, skills, and abilities and mapping this against extant WLB frameworks.
Emily Morrison (2005) suggest that company provision of a wide variety of work-life benefits from which employees can choose during different stages in their life and career is ideal. Qualitative results suggest some work-life conflict associated with working long hours and weekend work exists. It is proposed that to attract and retain valuable employees, the New Zealand construction industry must provide useful work-life benefits, reasonable working hours, and supportive workplace cultures in line with such initiatives.

Steve Guglielmo (2005) in his article indicated that work-life balance is one of the most elusive and sought-after values in business today. In a recent Aon Consulting poll, 88 percent of employees say they have a hard time juggling work and life. Employers recognize out-of-balance or burned-out employees can impact morale, engagement, attendance, productivity, retention, quality and even customer satisfaction, so the stakes are high.

The problem is balance is not something that can be provided in a benefits package. One organization can’t offer more work-life balance to its employees than another. Employers can offer a more flexible work schedule, child care, financial services, etc., but these things can only help you manage life more efficiently, they won’t give you the feeling of balance.

Kirk H. Schulz and Noel N. Schulz (2005) in his study states that the perspectives of work life balance Dual career faculty couples face a unique set of challenges within the academic world. While these couples face the same challenges as all dual career couples, faculty couples have to also combine these normal stresses with special challenges of working as a faculty member. The first challenge is the original job search and finding two positions. The next challenge is to both make it through the tenure and promotion process. The third challenge is to have advancement opportunities. Along the way, the couple has to work together to develop a work/life balance plan to provide an environment for each person within the pair to thrive toward his/her career goals and personal goals.
**Chirurgie (2005)** reveals that how women surgeons manage their work-life balance in three environmental and cultural settings. Method: Members of the Japan Association of Women Surgeons (JAWS), the United States of America (US) based Association of Women Surgeons (AWS), and the Women's Chapter of the College of Surgeons of Hong Kong (WCHK) was surveyed. Results: Among 822 women surgeons contacted, 252 responded (response rate 31.8 %; 55.5 % JAWS, 28.2 % AWS, and 25.3 % WCHK). Japanese women surgeons think that work is the number one priority, whereas US and Hong Kong China (HK) respondents think the number one priority is home life. It is essential to address women surgeons' concerns to enable them to have a clearer vision and a challenging career, and to be more certain about their personal and professional goals.

**Tabea Bienek (2005)** views that Japan is focused on the balance of work and family in order to make Japanese family life easier and bring family members together. It also aims to bring back women to the working force after giving birth. How is Japanese society corresponding to these ideas of WLB? Providing that measures will be implemented by the government and the working environment, WLB strategies in Japan can be used to change Japanese family life and life style. Although the aim is very high, WLB measures already do have a visible influence on family life.

**Kalaiselvi Kandampalayam Thulasimani, Muruganandam Duraisamy (2006)** in their study states that consideration of the work life balance of managers are not completely successful due to their present working hours, working environment and increase in products prices, work load, responsibilities in work and decrease of job security due to recession.

**Catherine Hakim T (2006)** laid emphasis the women, careers, and work-life preferences there are no sex differences in cognitive ability but enduring sex differences in competitiveness, life goals, the relative emphasis on agency versus
connection. Policy-makers’ and feminist emphasis on equal opportunities and family-friendly policies assumes that sex discrimination is the primary source of sex differentials in labour market outcomes notably the pay gap between men and women. Research shows that high levels of female employment and family-friendly policies reduce gender equality in the workforce and produce the glass ceiling.

Barbara Hawksley (2006) in his study state that the work related stress adversely affects personal performance, organizational efficiency and patient care as well as costing the NHS millions of pounds each year. Reducing the effects of work related stress is a legal duty for all employers. There are a number of resources available to help both employees and employers, such as the Health and Safety Executive stress management standards. Personal life coaching is one approach to reducing work-related stress which is well established amongst business and management executives as well as some public sector organizations.

Satinder Singh (2006) revealed that Work-life Balance has been framed up in view of its gained popularity with the major aim to have prosperity of society and the realization of fulfilling lives for its employees by supporting the growth of every employee and the further development of the companies. The literature identifies its effect on various quality life conditions i.e. Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation and competitive environment in context with Work-life Balance and its practices/policies.

Linda Aldoory (2006) study examined how work-life balance is perceived by male and female public relations professionals. Eight focus groups were conducted. Findings revealed a fluid and complex work-personal continuum affected by such factors as societal norms; organizational contradictions; new technology; professional identity; and parenthood. Practitioners expressed blame and guilt
narratives. Finally work life balance directs the actions of an individual towards work life balance to implementing of his tasks.

**Bryn Harris and Amanda L. Sullivan (2006)** found that work life balance vary but generally converge around the idea that this balance is not about equivalent distribution of time between professional and personal activities, but rather general satisfaction with one's life. Others have offered the notion of work-life integration, since balance seems too simplistic and fails to reflect increasingly blurry boundaries in the digital age. Regardless of the term used, achieving this elusive state of contentment—as opposed to guilt, resentment, or regret—can be challenging because of its dynamic, highly personal nature.

**Syed Mohammad Azeem (Ph.D) (2006)** in his study examines the effects of perceived work-life balance and job satisfaction on organizational commitment among healthcare employees. It was predicted that perceived work-life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run.

**Tara Shankar & Jyotsna Bhatnagar (2006)** in her study states that it underscores the importance of broadening the current narrow focus which views the balance as primarily between “work” and “family”. Work-Life Balance construct with other constructs of Employee Engagement, Emotional Consonance/Dissonance and Turnover Intention. Employees’ work-life balance and also suggests the roles and responsibilities of key parties by providing suitable ways to employers for facilitating a better WLB options at the work-place.

**S. Lakshmi Narayanan (2006)** explore the impact of the work-family conflict and family-work conflict on the work-life balance of women employees working in Information technology industries located in Bengaluru. Work-family conflict is having a significant impact on work-life balance and it is impacting the work-life
balance of the women employees working in IT industries in a negative manner whereas the construct the construct family-work conflict is not having any significant impact on work-life balance. Work-life balance gained importance in the recent past, especially in the developing countries. Work-life balance affects both the genders. In case of females married women are the most affected by the issue of work-life balance since they have to play multiple roles and it becomes difficult for them to strike a perfect balance between work and family.

**Ritu Atheya (2006)** in her article states that focuses on the impact of stress on the lives of employees, identifies the determinants to employees’ work-life balance and also suggests the roles and responsibilities of key parties by providing suitable ways to employers for facilitating a better WLB options at the work-place. Work-life balance has become a predominant issue at the workplace. Changes in the social, political and economic fabric of societies have influenced and continue to influence both the nature of employment and its relationship to life outside work. The concept of Work-life balance is becoming more and more relevant in an ever dynamic working environment.

**K.Santhana Lakshmi, (2007)** revealed that work life Balance of women employees has become an important subject since the time has changed from men earning the family living in today’s world where both men and women equally share the responsibility of earning for the betterment of their family life. Hence it is for the betterment of their family life. Hence it is very necessary to know how the women balance very professional and domestic life.

**Shobha Sundaresan (2007)** found that they experience conflict as there is job spill over into the home more frequently than home spill over into work. Majority of the working women experience job spill over into the home as they have to put in longer hours. Major consequences of poor work-life balance are high levels of stress and anxiety, disharmony at home, experiencing job burnout and inability to realize full
potential. They feel irritable and resentful often due to their inability to balance work and family life.

Igbinomwanhia (2007) examined that work life balance contend that assisting employees to achieve a work-life balance should become a critical part of hr policy and strategy if it is to truly get the best from the organization’s people without leaving them unsatisfied, burnt-out and unfulfilled.

Dr. Uma Maheswar (2007) revealed that work life balance in today’s past paced world becomes a herculean task and presents a major challenge to both employers and employees. Work life balance is now increasingly becoming the focal point of study by hrm experts. While labor market participation has increased for women of all ages, women continue to shoulder the main responsibility for organizing and undertaking unpaid caring work.

Jennifer Smith New Zealand (2007) in her research analyzed that Work-to-family conflict, family-to-work conflict, and commitment to the organization were related to intention to turnover. The results highlight the importance of workplace culture in enabling an environment that is supportive of WLB and consequently use of initiatives that are offered by the organization.

Dhyana Sharon Ross, Dr. S. Vasantha (2007) suggest that employer actions to address workload distribution could provide employees who experience work-life conflict with a better balance. The high incidence of job stress among knowledge workers raises concerns about the sustainability and cost of the job and career pressures the employees’ face. Employees need to assess the business and personal risks of job stress, focusing specifically on knowledge workers who put in excessive hours. In order to achieve the work life balance the employers needs to frame polices that would minimize the work load of employee without affecting the productivity of the organization, for achieving successful work-life balance.
ChitraDevi, S. Sheela Rani (2007) in their article states that imbalance may have several detrimental consequences for organizations, individual workers and their family. It has also been linked to decreased job satisfaction, life satisfaction, worker productivity and organizational commitment likely to increase absenteeism and turnover. It analyses the individual differences in maintaining a proper balance between work and non-work domains, mainly caused by the personality using ‘Big Five’ personality model. The impact of age and designation on work-life balance is also studied in order to find out the suitable work life balance practices are happening or not.

Vanishree P (2007) investigate factors affecting Work-life balance, Work-life balance arrangements availed by the employees and impact of Work-life Balance on employees’ work life, family life, personal life and on employees’ relationship with management and employees. Success of any organization is highly dependent on its workforce. Especially the ITeS BPO industry needs to be flexible enough to develop commitment and talent in their workforce. They need to adopt a strategy to improve the employees 'Work-life balance' to satisfy both the organizational objectives and employee needs.

H. Greenhaus, a, Karen M. Collins (2007) considers about work life balance is individuals who invested substantial time in their combined work and family roles, those who spent more time on family than work experienced a higher quality of life than balanced individuals who, in turn, experienced a higher quality of life than those who spent more time on work than family.

Vijaya Mani (2007) states that to gain insight in to the role of work life balance of women employed in different occupations, in balancing work and life in Tamil Nadu, India. The emphasis is primarily on professionalism and was carried out by conducting a survey among respondents who were first generation women earners.
The data was studied and analyzed in order to explore and portray the sensitivity of women and their perceptions of the society as well as to highlight the values, attitudes and beliefs of women in the formal work organizations and primary family system. The findings revealed that role conflict, lack of recognition, organizational politics, gender discrimination, elderly and children care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women professionals in India.

**G. Delina (2007)** in her study states that which working women have tremendous pressure to develop a career as robust as their male counterparts while sustaining active engagement in personal life. The ever-increasing work pressure is taking a toll on the working women leaving them with less time for themselves. The increasing responsibilities on the personal front with the technological blessings like advanced mobile phones, notepads, etc. that keeps work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This affects the person’s physical, emotional and social well-being. Thus, achieving work life balance is a necessity for working women to have a good quality of life.

**Sarah Holly, Alwine Mohnen (2007)** states that increasing working hours and overtime have positive effects on life and job satisfaction, whereas the desire to reduce working hours has a negative impact on satisfaction. In 2007, nearly 60% of employees wanted to reduce their working hours. The overall number of hours by which employees want to reduce their working time is driven mainly by overtime compensation. Those results high working hours and overtime in general do not lead to decreased satisfaction.

**Stephanie. Mazerolle (2007)** consider that work environment is necessary for work-life balance, each member of the athletic training staff must have personal strategies in place to fully achieve a balance.
**Noor Fatima, Dr Shamim A. Sahibzada (2007)** Balance in work and family life is an emerging challenge for both employees and employers. Statistical analysis reveals that partner support, colleague support and job resources are positively associated with the work life balance whereas unfair criticism at job is negatively associated with work life balance.

**Hye Kyoung Kim (2008)** suggested about work life balance is no direct effect of work-life balance on in-role performance. However, it was found that employees’ experience of work-life balance increases affective commitment and that affective commitment has a positive influence on in-role performance.

**Shira Offer, Barbara Schneide (2008)** Describes work life balance is the challenges of integrating work and family lives that has become especially acute for dual-earner families, a growing proportion of all families in the population, who need to orchestrate between three jobs, two at work and one at home. For this reason, it is important that social scientists treat the family as a whole unit of investigation in their attempt to describe and explain the impacts of work on family well-being and functioning. Consistent with this approach, contemporary research indicates that dual-earner families have experienced an important increase in their joint work.

**Marie-Thérèse Letablier (2008)** explore the policy responses to families’ demand for state support to childcare and to workers’ demand for more free time for social and family life. This happens in a context where the state has a strong legitimacy to intervene in family affairs and in work regulations. Work life balance is restructuring of childcare policies and at working-time policies. Of particular interest is the special effort that has been made to reduce the legal number of working hours and the impact of this change on the integration of work and family life.
Christin Mellner, Gunnar Aronsson, Göran Kecklund (2008) developed Profound changes are taking place within working life, where established boundaries between work and personal life are challenged by increased global competition, ever-faster changing markets, and rapid development of boundary transcending information and communication technologies. Work life balance aims that psychosocial work factors, individual characteristics, socio demographic factors, and work-life balance were investigated in relation to boundary management preferences and perceived boundary control. For high boundary control among segmenters, nearly all the studied psychosocial work factors were significant. Among integrators, this was the case only for clear expectations in work.

For both groups, the individual capacity for self-regulation was associated with high boundary control. Regarding socio demographic factors, cohabiting women with children who preferred segmentation had low boundary control. Finally, there was a main effect of boundary control on work-life balance. In particular, male segmenters perceiving high boundary control had better work-life balance than all others.

Ioan lazar (2008) found that the outcomes and the benefits of implementing work life balance practices not only for employees themselves, but also for their families, organizations and society. Despite the fact that work-life conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels, there are some factors of organizational work-life culture that may compromise availability and use of these practices.

Ana Isabel Sanz-Vergel, Evangelia Demerouti (2008) examines whether work life balance will daily recovery inhibiting and enhancing conditions predict day-levels of work-family conflict (WFC), work-family facilitation (WFF), exhaustion and vigor.
Multilevel analyses showed that day-levels of work pressure and recovery after breaks at work significantly predicted WFC and exhaustion, and WFF and vigor, respectively. Moreover, daily fluctuations in expression of emotions had different effects depending on the expressed content (negative or positive) and the setting where it took place (work or home).

Jeffrey H. Greenhaus, Karen M. Collins, Jason D. Shaw (2008) revealed that work life balance influenced individuals who invested substantial time in their combined work and family roles, those who spent more time on family than work experienced a higher quality of life than balanced individuals who, in turn, experienced a higher quality of life than those who spent more time on work than family.

Akira Kawaguchi (2008) considers that work life balance measures the programs that promote the reconciliation of conflicts between workplace and family responsibilities. They include the provision of on-site childcare centers, maternity leave systems, parental leave systems, and flextime systems.

Alma McCarthy, Colette Darcy, Geraldine Grady (2008) Work-life balance (WLB) is receiving increasing attention in the human resource management field. Line managers are playing a more active role in HRM decision-making, including work-life balance decisions, with the devolution of human resource management responsibility.

Zoe Barber (2009) work-life balance is equally important to males/females and medics/surgeons, in order to attract the best candidates, specialties should recognize this and workforce planning should reflect that it is not only mothers who want a life outside of work. Women are making up an ever-increasing component of the
medical workforce, with media reports concerned about a future of part-time medics. Traditionally, there have been fewer women than men in surgery, partially attributed to ‘work-life balance’. As work-life balance is equally important to males/females and medics/surgeons, in order to attract the best candidates, specialties should recognize this and workforce planning should reflect that it is not only mothers who want a life outside of work.

**T.Alexandra Beauregard (2009)** reports that work-life balance practices can influence organizational performance, including enhanced social exchange processes, increased cost savings, improved productivity, and reduced turnover. The impact of these processes may, however, be moderated by a number of factors, including national context, job level, and managerial support.

**David Collinson (2009)** considers that work-life balance debates continue to proliferate but give relatively little critical attention to managerial workers. Work-life balance initiatives may only serve to increase managerial anxieties and pressures, the very opposite outcome to that intended. These themes do not feature in many work-life balance debates, which tend to assume the perfect manager who is able and willing to create a symmetrical balance between different spheres of life.

**Karen J. Crooker (2009)** states that how life complexity and dynamism affect work-life balance. Moderating effects of munificence and accessibility of resources in one’s life as well as the personality differences and individual value systems on the relationship is life complexity/dynamism and work-life balance.

**Jarrod M. Haar, Marcello Russo (2009)** states that work life balance was positively related to job and life satisfaction and negatively related to anxiety and depression across the seven cultures. Individualism/collectivism and gender egalitarianism moderated these relationships. High levels of WLB were more positively associated with job and life satisfaction for individuals in individualistic
cultures, compared with individuals in collectivistic cultures. High levels of WLB were more positively associated with job and life satisfaction and more negatively associated with anxiety for individuals in gender egalitarian cultures. Overall, we find strong support for WLB being beneficial for employees from various cultures and for culture as a moderator of these relationships.

**Kevin E. Cahill, Marcie Pitt (2009)** states that the extent to which job satisfaction, employee engagement, and satisfaction with work–life balance are influenced by changes in the macro economy. The author conclude that work life balance initialize state of the macro economy impacts job satisfaction, employee engagement, and satisfaction with work–life balance, suggesting that employee’ job- and family-related attitudes are influenced by factors beyond the immediate job and family domains.

**Kathryn Fonner and Michael (2009)** in his articles states that the advantages of restricted face-to-face interaction, and also highlight the need for organizations to identify and address the problematic and unsatisfying issues inherent in collocated work environments. "With lower stress and fewer distractions, employees can prevent work from seeping into their personal lives."

**John Maccines (2009)** reveals that work life balance are usually assumed to be the causes of the debate (longer hours and greater stress at work, along with the collapse of the male breadwinner division of parenting and employment responsibilities within couples) are nothing of the sort. Rather the debate's origins lie in states’ concerns about demographic trends, especially low and falling fertility, which they fear threatens the future of the labour supply and viable dependency ratios between those in work and those dependent upon them. The WLB debate can thus be seen as part of a specifically liberal discourse about ‘population ageing’ that seeks to legitimate the rolling back of a welfare state by arguing that current levels of support
cannot be sustained in a globalizing world. Conversely effective support for parenting may require far more fundamental change than most WLB policies envisage. Demographic change has heightened the importance of the inter-generational transfer of resources between those now retired from employment, those currently in it, and those yet to enter it.

**Muhammad Sabra Nadeem (2009)** in his study aimed to explore the relationship between work life conflict and job satisfaction in Pakistan. We found that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively related with stress in our research. However, the correlation of workload is positive and insignificant which shows that workload does not affect the job satisfaction of the employees in Pakistan. The policy alternative should be that a supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work life balance and its adverse affect on job satisfaction

**Pranav Naithani (2009)** in his article states that emergence of work-life balance discourse, from the days of early communal living till the present day theories, and presents a macro level model of work-life balance. Work-life balance facilities to employees witnessed a phenomenal growth between the late eighties of the 20th century and early years of the 21st century. This growth has been abruptly interrupted by the current economic downturn. Increasing numbers of organizations, in the name of cost cutting, have either curtailed work-life balance facilities or are contemplating to do the same.

**Kumar, Harish; Chakra borty, Sudeep Kumar (2009)** focused on work-life balance is now regarded as one of the most important workplace qualities, second only to pay package. WLB offers apparent benefits to the organizations in terms of
increased levels of morale and satisfaction, reduced family and work life stress, improved organizational effectiveness and efficiency and so on so forth. Problems slow down the progress of WLB initiatives in an organization. Organizations experience a gamut of problems in publicising and practicing WLB practices owing to end number of reasons. Strategic moves can be taken, guidelines prescribed for employees and organization can be referred to and a compliance checklist can be chalked out in order to ensure that the WLB practices are not only fortified but they are implemented too as they offer apparent benefits to the organizations.

Marxectlinen (2010) also analyzed that many of our Extension clients struggle with issues of work-life balance, self-care, and sustainable leadership. Extension staffs do as well. This article describes the richness of the Participatory Action Research (PAR) tool as an educational and community development intervention and a qualitative research methodology. The project on self-care and women's sustainable leadership described here also engaged researchers as participants in the study. Using PAR to create solutions to issues of self-care and work-life balance has great potential in Extension with benefits to clients and staff as well. Participatory Action Research has great potential as a tool to explore issues of self-care and work-life balance in Extension with benefits to clients and staff as well.

Sahana Maiya, Dr. Mm. Bagali (2010) stated that women have now become a visible part of the workforce. There is a paradigm shift from men treated as bread winners and women as house keeper or child bearer into women as both bread winner and the one who is capable of handling multiple roles. Professional women especially working mothers has to perform multiple roles in balancing their work-life and personal-life. Each role has its own set of demands and when such role demand overlaps/interacts, an imbalance is created leading to stress, attrition, absenteeism etc. Thus, there is an increasing need for organizations to address these demands of working mothers by implementing innovative HR policies. Work-life
balance is one such HR practice that enables the employees particularly working mothers to give proper prioritization between work and life roles. Hence, work-life balance has become a growing concern in both public and private sectors.

**Nick bloom (2010)** found that tougher competition increases average management quality but does not negatively affect employees' working environment. As with many other studies, better WLB practices are associated with significantly higher productivity. This relationship disappears, however, after controlling for the overall quality of management.

**Mittlacher Lars (2010)** made a study on work life balance its an instrument has received much attention as the government has put into force new regulations on the design and handling of work-life balance accounts through the so called Flexi II rules. Employees are putting parts of their remuneration into these accounts and have the possibility of using the saved money later on in their working life for either a long-term vacation (sabbatical) or for an early retirement. The analysis will focus on how regulation in this specific collective agreement supports the HR goals of companies with regard to implementing work-life balance accounts.

**Amy Wilson, Maria Vilardo, Renee Fellinger (2010)** observed in the survey that the differences in men and women’s perceived satisfaction with work-life balance and current job, as well as the factors that contribute to satisfaction in both areas. While women generally indicated lower levels of satisfaction overall with both work-life balance and their current job, the difference between women and men was not statistically significant. Multiple personal and professional factors positively correlated with work-life balance satisfaction, and women and men identified similar factors that contribute to their current satisfaction.

**Mathewbenerthon (2010)** this study is to investigate elements that lead to enhanced organizational commitment and increase the likelihood that a female employee will stay with her employer in the U.S. construction industry. This study shows that
allow employers to measure the employee’s satisfaction with the employer, and the short-term and long-term employee commitment among their construction industry employees. **Razak, Mohamad Idham (2010)** focuses on the work life of both employers and employees’ and also suggests how work life-balance has to be achieved. The employers needs to frame polices that would minimize the work load of employee without affecting the productivity of the organization, for achieving successful work-life balance. Work-life balance and stress go hand in hand. What seems to matter in this regard is the importance workers place on balance in their lives and the effectiveness of work place policies and practices in supporting them to achieve this goal.

**Lewis (2010)** views the consideration about work-life balance issues perceived by employees can be mitigated through organizational support and the recognition of informal feedback. This study shows positively affected employee well-being included increased schedule flexibility and mutually beneficial relationships with line managers. Negative ones included long working hours, the sacrifice of private life, invasive working hours, decreased social and family life in addition to increased fatigue and stress.

**Dr.Aravind .S Kumar, Dr.P.Paramashivaiah Shivakumar(2010)**  Work-life Balance’ was first coined in 1986 in reaction to the unhealthy choices that many Americans were making in favour of the work place, as they opted to neglect family, friends and leisure activities in the pursuit of corporate / work goals. A balanced life is one where we spread our energy and effort - emotional, intellectual, imaginative, spiritual and physical – between key areas of importance. The neglect of one or more areas, or anchor points, may threaten the vitality of the whole.

**Susi.S, Jawaharrani.K, Research Scholar(2010)**“A changing economy and an aging workforce can join together to create an employment environment where
competent employees who are unhappy in their current situations are motivated to find a new place to "hang their hats." Employee engagement is increasingly viewed as a “win-win” strategy for companies, employees, and their communities alike. In addition, work/life balance is increasingly important for engagement and affects retention. It examine some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees productivity and retain them. Work-life balance is key driver of employee’s satisfaction.

**N.Spink (2010)** states that balance cannot be achieved without support from the employer, co-workers, family, or community. The success of any work-life initiative starts with each player on the team playing his or her part. A five-step process can help assess your organization's current situation and help in the development of an appropriate strategy. A work-life continuum consisting of five developmental stages serves as a framework that helps create a vision of the future using a work-life lens.

**Una Byrne (2010)** states that work-life balance’ as a means of tackling the problem of increasing amounts of stress in the work-place as people try to juggle a wide range of factors in their life/work environment, including: work; family; friends; health; and spirit/self. It is argued that, of the factors involved, work is the one which is most elastic and can be managed in such a way as to avoiding jeopardizing the other factors. The search for work-life balance is a process in which people seek to change things in accordance with changes in their own priorities, physical, psychological or both, and these can be triggered in their turn by factors such as: age; changes in working conditions; the demands of new technology; and poor management.
Mohammad Rahim Uddin, Abdullah Mohammad Ahshanul Mamun (2010) revealed that work-life balance situation is moderate which can be improved by ensuring flexible working hours (roistered days off and family friendly starting and finishing times), transport facility, residential facility, child care center, flexible work arrangements/job sharing, reduced working hours & workload and child schooling for the female teachers.”

Mamata Bannur, Savitri Boral (2010) Work life balance does not mean working less to fulfill personal responsibilities at the cost of organizational productivity. In fact it is to work productively and improve the personal life simultaneously. The employees always want to succeed and progress at work place, at the same time spare some time for family and recreation. Balancing these two extremes is the cause of burn out of employees and hence the employers recognized this as a need of hour and want to introduce the work life balance strategies, plans and formulate polices to improve the employee morale, motivation and productivity. The work life balance practices achieve retention of the employees.

Kingsteron & Johny Smith (2010) Encouraging work life balance is seen as a way of attracting and retaining the labour force needed to support economic wellbeing. The role of work has changed throughout the world due to economic conditions and social demands. In sales job, the performance pressure is considerably high leading to stress and other problems.

Spierlgman Christopher (2010) work-life balance debate, over-work is perceived as the problem. Nevertheless, beyond working time and the provision of flexible working practices to enable child care, there is little in the debate about the need to change work per se. The debate also narrowly perceives “life”, equating it with women's care work, hence the emphasis again of family-friendly policies.
**Patrice M. Buzzanell, Rebecca Meisenbach (2010)** examines women who held in different positions includes managers, vice presidents, circulation managers and also human experts. They mainly focus on managers working experience and how work-life concerns upon their return to paid work following maternity leaves. They found that all participants change from good mother image into a good working mother role that fit their lifestyles and interests. To accomplish this reframing, participants engaged in three supportive factors of the good working mother image: (a) good working mothers arrange quality child care, (b) good working mothers are (un) equal partners and (c) good working mothers feel pleasure in their working mother role. Because of these factors enable participants to make sense of and establish the worth of working motherhood to family members, friends, acquaintances, organizational members, and community members and working women also provide a reason why middle or upper-class working and stay-at-home mothers may be in conflict about work and family choices.

**Neha Bajpai, Asha Prasad (2011)** insist that work-life balance is both important for the organization and for its employee’s particularly in current dynamic organizational scenarios. It helps the organization to improve productivity, efficiency, competitiveness, morale and hence gain a competitive edge. Similarly, employees are benefited from work-life balance initiatives through increased motivation to work, enhanced satisfaction, empowerment, commitment and ultimately retention in the organization.

**Waumsley (2011)** suggests that work life balance role that holds the dominant identity for the individual will be the one that receives priority over other things. Hence, conflict may arise between one’s priority roles and non-priority roles, especially when several priority roles demand attention simultaneously (e.g., consultant, academic, partner, mother, father).
Kritika Bahadur (2011) found that work-life balance from a male point of view by focusing on how men define work-life balance and what factors affect this balance. Suggest that societal views and flexible working were statistically significant with the achievement of balance. For example, whether a person achieved a balance or not was likely to be dependent on whether they used flexible work option and what type. In addition, while personal choice and partner/family support were identified as facilitating achievement of work-life balance, economic factors were seen as hindering the achievement of balance.

Cigdem asarkaya (2011) made a study on work life balance is having psychological empowerment and job involvement as antecedents of work-life balance. In line with the positive work-family spillover framework, psychological empowerment and job involvement are proposed to affect work-life balance positively. Work life balance underlines the role of job attitudes and perceptions in the workplace in balancing employees’ work and private lives.

Jaime Lester (2011) this study focused work life balance is examined in two institutions of higher education that have achieved or attempted a cultural change to understand if and how to develop a culture of work-life balance for faculty and staff. The results identified a narrative of eligibility that arose from the discourse of faculty recruitment/retention, defining work-life for tenured and tenure-track faculty only. Moreover, situating work-life in campus traditions and histories revealed the espoused beliefs of work-life as a gender issue and perpetuated the socio-historical connection of women, pregnancy, and work-life.

Rincy V. Mathew and N. Panchanatham (2011) emphasize that work life balance is the work roles of women entrepreneurs and their personal and familial roles quite often contradict each other, these women struggle to strike a balance between work
and personal life. As a result, work-life imbalances and conflict has become a common feature of the lives of many aspiring Indian women entrepreneurs.

**Preethi Vijaya Madhavan (2011)** Successful people are one who has flexibility to meet the demands of the professionals’ lives and also accomplish personal goals outside their office. Therefore, it is important for employees to maintain a healthy balance between work and their private lives. This will help them to achieve their personal and professional goals as well the organization they are working for.

**Sakthivel Rania, Kamalanabhanb & Selvarania (2011)** in his study is to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/ life balance. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

**Lalita Kumari (2011)** aim is to find out about the employees’ perception of their work life balance policies and practices in the public sector banks. Quota sampling method was followed. Data was analyzed with the help of factor analysis, descriptive statistics, mean, t-test and Karl Pearson’s correlation. The findings of the study emphasized that each of the WLB factors on its own is a salient predictor of job satisfaction and there is a significant gap among the female and male respondents with job satisfaction with respect to various factors of WLB. The result of study may have practical significance for human resource managers of especially banks to improve staff commitment and productivity along with designing their recruitment and retention policies.
Chawla and Sondhi (2011) in their survey conducted among teachers and BPO women professionals revealed that job autonomy and organizational commitment are in positive relation with work-life balance. The study indicated that the more proactive schools/BPO companies which value the contribution of a committed and contributing human resource will need to provide more autonomy to sustain their employee’s work-life balance. While work load and work family conflict indicated negative relation with work-life balance.

V. Varatharaj, S. Vasantha (2012) research is on to study the work life balance of working women in service sector. Work life balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. Work life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. The findings of the study reveal the majority of the women Employees feel comfortable in their work place irrespective of their trivial personal and work place irritants

Shanti and Sundar (2012) in their study of work-life balance of women employees in IT industry analyzed that programs implemented by IT firms of Chennai satisfy different categories of employees differently. Data were collected from 350 women employees working in various IT companies .The study measured the satisfaction levels of the respondents across various work-life balancing parameter. 55% of the employees were highly satisfied with the current work-life initiatives.

Ignacia Levy (2012) in his study of working mothers and their perceived work-life balance showed that the age of the children is not that significant but the child-care support remains an important factor in determining perceived work-life balance. The study also highlighted another Parameter called role conflict having negative impact on work-life balance.
Pandu.S (2012) analyzed work-life balance of professional women among IT and ITES based on demographic information, work load, work environment, feelings about work, family dependants and absence from work. The sector wise regression analysis demonstrated that feelings about work, family dependants and absence from work are the strong contributors for a sense of balance for an employee. However, no significant relationship has been obtained between work environment and work life balance.

Madipelli.E (2012) in their research on factors causing work-life imbalance among school teachers showed that most of the teachers feels stress with too many work demands, working conditions and long working hours. The multiple roles played by women at work place and home reflecting boredom, frustration and stress lead to work-life imbalance. Marital relationship, attitude, co-operation of husbands and family members are highly influencing factors which create imbalance among working women.

Ajith.S (2012) on work-life balance for role prioritization of IT employees showed that the employees were able to fulfill their professional and personal commitments at the same time, because of better work-life balance policies. The relationship between work-life balance policies and role prioritization was significant. The study was conducted on variables like travelling time, depression, temper, work etc., to know the relation between work-life balance and stress management.

Valcour and Hunter.G(2012), say that new trends like tele working attempt to address work-family issues. In India too there is a rising trend towards tele-working. The WLB problem is fairly similar across countries. Reviews also indicate that the perception of WLB is observed to be different across genders.
Jenkins (2012) observes that issues like child rearing, the need to balance multiple roles etc. have consequences on health and family relationships. Securely attached individuals experienced positive spill-over in both work and family.

Jyothi Sree v(2012) Work-life balance is the term used to describe practices in achieving a balance between the demands of employees’ family (life) and work lives. The demands and pressures of work make difficult to stretch time for balancing work-life activities. Women taking up work-life balance challenge have an impact on women's advancement. Organization also may create work place culture and climates that reflect concern for employees’ lives outside of work. It is important for organizations to periodically review current work processes and practices to determine which ones lead to work inefficiencies and employee stress.

JR Hayman (2012) describe work life balance direct linkages were found between perceived usability of flexible work schedules and the three dimensions of work/life balance (work interference with personal life, personal life interference with work, and work/personal life enhancement). In addition, employees operating under flextime work schedules displayed significantly higher levels of work/life balance than their counterparts utilizing traditional fixed-hour schedules. However, non-significant differences in the levels of work/life balance were found between two other flexible work schedules (flexi place and job share) and fixed-hour work schedules. Consequently, while individual flexible work schedules may have a marginal overall positive impact on employee work/life balance, the perceived usability and availability of these work schedules appears to be a key element in achieving work/life balance for many office-based employees.

Niharika Doble (2012) in his study states that both men and women reported experiencing work life imbalance. Organizational efforts at providing a supportive work environment are appreciated as they go a long way towards enhancing work
life balance. In the post liberalization context, Indian organizations are trying to enable work life balance through initiatives including flex times, part time work, provision of child care facilities. These initiatives are quite similar to those that are provided in other countries. No doubt, this is a promising trend.

**Pascal peters (2012)** Reveals that time-spatial flexibility does affect the work–life balance of workers positively, also under New Working Conditions. Generally, employees holding a smaller part-time job (12–24 contractual working hours per week) experienced a better work–life balance. In particular, female workers gained from more control over the temporal location of their work. Home-based teleworkers and employees holding larger part-time jobs (25–35 hours per week) did not experience a better work–life balance.

**SJ Jang (2012)** reveals that work-schedule flexibility, workplace support, supervisory support, and work-life balance are latent exogenous constructs. This information will assist social workers in developing more effective intervention efforts in the workplace, with the ultimate goal of increasing the quality of life.

**Ivana Bacik (2012)** in his study states that women lawyers have immense difficulty in achieving work/life balance, due to the long hour’s culture, an ingrained hostility to flexible work arrangements, and to the fact that they retain a disproportionate caring burden in the private sphere. Changes in the structuring of legal work are clearly required to address this gender imbalance and the associated work/life imbalance—but cultural changes are ultimately needed to end the ongoing “struggle to juggle.”

**John D. Duckworth (2012)** in his study states that interviews to locate how they constructed work-family balance and their fatherhood roles within their particular life contexts. Using the constant comparative method, in that these men framed and
enlarged work-family balance as both work and life negotiations but elevated family as first by linking family to their meanings of work. To them, fatherhood meant webs of responsibilities to others and community engagements with problem solving constituting their main activity. These conceptualizations of fatherhood and masculinities may indicate that there are ideological changes in the nature of fatherhood that have implications for understanding men's contemporary roles as well as for changing work-life policies and practices.

Valcour, Monique (2012) in his study reveal that an investigation of the relationships of work hours, job complexity, and control over work time to satisfaction with work-family balance. Based on data from a sample of 570 telephone call center representatives, a moderated hierarchical regression analysis revealed that work hours were negatively related to satisfaction with work-family balance, consistent with the resource drain perspective. Job complexity and control over work time were positively associated with satisfaction with work-family balance. Control over work time moderated the relationship such that as work hours rose, workers with low control experienced a decline in work-family balance satisfaction, while workers with high control did not. Results encourage greater research attention to work characteristics, such as job complexity and control over work time, and skills that represent resources useful to the successful integration of work and family demands.

Schueller-Weidekamm, Claudia, Kautzky-Willer.(2012)perceived that Work–family enrichment has a positive spillover effect that spreads positive energy and helps to balance the work–life relationship. For each individual, the allocation and interaction of different resources such as time, money, scope of decision making, and physical, emotional, and social resources, were essential to maintain the individual work–life balance. In addition to the existing “glass ceiling,” the
predominant responsibility for child care is still borne by the woman. However, mentoring programs, coaching, networking, and support of the partner or of other people help to strengthen female “soft” skills and achieve a work–life balance.

Nitzsche, Anika,(2013) in their article states that company culture perceived by employees as supportive of their work–life balance was found to have both a direct negative effect on emotional exhaustion and an indirect negative effect mediated by negative work–home interaction. In addition, whereas negative work–home interaction associated positively with emotional exhaustion, positive work–home interaction had no significant effect. The direct and indirect relationship between work–life balance culture and emotional exhaustion has practical implications for health promotion in companies.

Vijaya Mani (2013) has uncovered the central point impacting the Work Life Parity of Ladies experts in India, for example, part clash, absence of acknowledgment, authoritative governmental issues, sex separation, elderly and youngsters consideration issues, nature of wellbeing, issues in time administration and absence of fitting social backing

K.SanthanaLakshmi(2013) have inspected that the Instructive foundations should address the Work Life Offset related issues among their staff, particularly ladies also, take an all encompassing way to deal with outline and actualize the approaches to bolster the instructing staff to deal with their WLB.

KumariK.Thriveni (2013) have considered and broke down the huge relationship between the demographic variables and WLB. Shalini and Bhawna 2012 reported in their study, Nature of work life is being utilized by the associations as a key apparatus to pull in and hold the representatives and all the more essentially to help
them to keep up work life parity with equivalent consideration on execution and duty at work.

Niharika and Supriya (2013) have considered the work based variables and family related components that are considered to add to work life equalization. Work based variables are flextime, alternative to work low maintenance and flexibility to telecommute and the family related variables are tyke care office and adaptability to deal with crises at home.

Annink, Anne, and Laura den Dulk (2013) in their study states that growing number of women are starting their own business in order to combine paid work and family life. This interview study (N=24) examines how self-employed women with children feel they manage paid work and other life domains in the Netherlands. Autonomy appeared to be an important resource, allowing them to combine their work more easily with childcare, household duties, and social and personal life. However, the degree and nature of that autonomy and the ability to use it varied among the self-employed in this study owing to work-related factors such as sector, work location, employees, and years of experience. Another important resource leading to greater satisfaction with the WLB was the ability to define and reflect on personal goals in work and other life domains.

Fouché, Christa, and Kathy Martindale (2013) in their article state argue that, to enable the elusive ‘work–life balance’ for social work practitioners, we need conversations about the life domains that define balance for each individual. Discussions about life satisfaction or dissatisfaction in social work education can be a crucial starting point for ongoing assessment of aspects of balance for the individual as part of the future workforce. We propose that awareness of, and dialogue about, core domains of life satisfaction during training will also eventually enable more effective management of stress and burnout and quality of service
delivery in practice, as well as provide a framework for professional development and career progression of practitioners.

**James, A (2013)** in their article suggest that by making available the kinds of WLB arrangements identified by workers as offering meaningful reductions in gendered work–life conflicts, employers can also enhance the learning and innovation processes *within and* between firms, which are widely recognized as fundamental for firms' long-term sustainable competitive advantage.

**Jang, Soo Jung, Rhokeun Park, and Allison Zippay (2013)** in their study reveals that balancing employment and family responsibilities strain the health and welfare of many employees worldwide, and social welfare policy analysts are increasingly attending to the factors that can alleviate such stress. It examined the associations between the availability of work–life balance programs, employees' authority to arrange their own work hours, job satisfaction, and mental health among 1293 employees in 50 companies in South Korea. Result shows that add to the evidence regarding the positive relationship between the availability of scheduling control and work–life balance policies on the one hand, and job satisfaction and mental wellbeing, on the other.

**Dean, Hartley (2014)** in their article state that work life balance is reflections on the powerlessness experienced by many working parents seeking to accommodate family life with paid employment; and on the nature of the calculative responsibilities that are imposed upon working parents by recent shifts in social and labour market policy. It is contended that policy makers should tip the balance of the work–life equation from the current preoccupation with business interests in favour of wider social responsibility concerns.
Hyman, Jeff, Juliette Summers (2014) in their article consider that employees do influence work life balance issues in the financial services sector, and work life balance initiatives had greater breadth, codification and quality where independent unions were recognized. In all cases however, the extent of departure from minimal statutory levels of provision was not great. It’s the prevalence of management control of the work life balance agenda and management’s discretion in the operation of work life issues. Employees and their representatives accepted this control, and their private individualized responsibility for balancing work and life, without challenge.

Tomlinson, Jennifer, Susan Durbin (2014) Work life balance career focused, worked intensively and felt frustrated with their lack of mobility and career progression while working part time. The majority worked in excess of their contracted hours and did not experience an appropriate reallocation of work when they reduced hours. It would be beneficial on the ways in which managers employed on part time and other flexible contracts, operate successfully in organizations, with the aim of championing alternative working patterns and breaking down traditional long hour’s cultures which act as a barrier to women and part time workers.

Kanwar, Y. P. S., A. K. Singh, and A. D. Kodwani (2014) they state about work life balance and burnout on job satisfaction in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries. Burnout is measured through three dimensions, i.e., meaninglessness, de-motivation, and exhaustion. Job satisfaction was higher among the male employees in comparison to the female employees. Interestingly, the IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion compared to the ITES group. Reveal that while work-life balance and job
satisfaction were positively related to each other, de-motivation, exhaustion and meaningfulness were negatively related to job satisfaction.

Dancaster, Lisa. (2014) states that eligible employees in the United Kingdom acquired the legal right to request flexible working arrangements. The government believes that this new right will provide parents with greater choice and support in balancing work and childcare, whilst being compatible with business efficiency. Its appraises this new right and examines how it is applied in relation to other UK legislation on discrimination and unfair dismissal. An overview of international studies on corporate efforts to introduce family-friendly arrangements, and an overview of governmental efforts to address the reconciliation of work and family-life is provided. With a view to arguing that there is a need, in South Africa, for state policy regarding work-life balance and into corporate efforts to introduce family-friendly work arrangements.

Todd, Patricia, and Jennifer Binns (2014) states that the inadequacy of much of the work life balance discourse that obscures the tension between, on the one hand, the imperative for managers to implement WLB more effectively and, on the other, organizational practices and the broader social, political and economic context in which management and the organization are located.

Gatrell, Caroline (2014) they reveal in their article identify as limiting the definition of work–life balance to be always ‘problematic’, rather than enriching, among employed parents. Consequently, a three-factor framework is recommended, through which future studies may address the problems of definition and equity in work–life balance literature, including: a broader definition of work–life balance to include marginalized parents; the defining of parenting and employment as potentially life-enriching; and a commendation of the trans disciplinary approach within management studies as poised to move debate forward.
Makela, Liisa, Vesa Suutari, and Helene Mayerhofer(2014) in his study states that consider that females have experiences of conflicts but also enrichment during international assignments. Both aspects – the effect of the personal life on the working life and vice versa – are shown to be important for females. Life and career stages appear to be integral to these experiences. Experiences of female expatriates from the work life balance perspective and contribute by analyzing both the work life conflicts as well as the enrichment which takes place, broadening the view of private life to include aspects other than the family.

Byrne, Una(2014) in her article state ‘work-life balance’ as a means of tackling the problem of increasing amounts of stress in the work-place as people try to juggle a wide range of factors in their life/work environment, including: work; family; friends; health; and spirit/self. It is argued that, of the factors involved, work is the one which is most elastic and can be managed in such a way as to avoiding jeopardizing the other factors. A major driver of the trend towards achieving work-life balance is the fact that younger people are not prepared to work in the same way as their parents, wanting greater control, and a bigger say in the structure of their jobs and what they could potentially offer in the future.

Carlson, Dawn S., Joseph G. Grzywacz,(2014) in their thesis states that work-life balance can yield dividends for employers in terms of: having a more motivated, productive and less stressed workforce that feels valued; attracting a wider range of candidates, such as older part-time workers and careers; increased productivity and reduced absenteeism; gaining the reputation of being an employer of choice; retaining valued employees; achieving reduced costs; and maximizing available labour.

Beham, Barbara, and Sonja Drobnic(2015) in his study states that perceived high organizational time expectations, psychological job demands and job insecurity
were found to be negatively related to employees' satisfaction with work family balance. Work to family conflict partially mediated those relationships. Social support at work and job control revealed positive relationships with satisfaction with work family balance, but contrary to predictions this association persisted after controlling for work to family conflict.

Rigby, Mike, and Fiona O'Brien-Smith (2015) in their article states that work-life balance has received increasing attention during the last decade but successful action to help employees to manage their work and non-work lives has been slow to develop and there has been a failure to translate policies into take-up. Trade union intervention might be expected to help resolve these problems but evidence on their role has been limited. Based on empirical data derived from interviews with union representatives, considers the union role in the retailing and media sectors, examining their definition of and engagement with work-life balance issues and intervention strategies. It locates their approach against current discussions of the national discourse on work-life balance and trade union strategy. Although in both sectors trade union engagement with work-life balance was evident, differences could be traced to the impact of structural variables. In neither case did work-life balance, as defined by respondents, represent a common interest area with employers.

Colley, Linda (2015) States Work-life balance is one of the leading contemporary issues in the Australian employment environment, driven by both employee demands and employer desire to attract employees in a tight labour market. Its important issue of employee experiences of work-life balances, and uses a public sector case study to consider progress and identify issues yet to be resolved. The research considers the extent of the work-life balance policy framework in the case study agency, employees' awareness of their work-life balance options, and
employee perceptions about access to flexible working arrangements. The research finds that the agency has a solid policy framework and reasonably high levels of awareness. But it identifies a gap between employees' awareness and their perceptions of access, and uncovers many local-level barriers to access to flexible working arrangements. To ensure employees have access to work-life balance, the agency should shift its focus to implementation of the policy framework through activities such as education and culture change activities.

Valk, Reimara, and Vasanthi Srinivasan (2015) states that work–family balance issues of working women by designing and implementing HR policies and practices for facilitating the work–family balance. This, in turn, would go a long way in enabling women to perform better at work, be more committed to the organisation, and ultimately contribute to the growth of the economy and positively impact society as whole.

Sussanna Shagvaliyeva, Rashad Yazdanifard (2015) In his article states that work life balance examined a flexible working hours from its positive point of view. The investigation showed that introduction of flexible working hours brought some benefits for both employee and employer. Also, flexibility in the workplace gives employees time to perform outside of the work roles and it helps balance employees’ work and life. Trust between employer and employee is an important issue when it comes to flexible working hours. If not monitored by manager, flexible working hours might create some difficulties in the workplace. Further study on flexible working hours need to be taken to understand the drawbacks of such practices. Only after investigating flexible working practices from both positive and negative sides, organizations might consider applying flexibility to the workplace.
G. Delina Ph.D. Research Scholar (2015) in her study states that work life balance is a role of working women has changed throughout the world due to economic conditions and social demands. This has resulted in a scenario in which working women have tremendous pressure to develop a career as robust as their male counterparts while sustaining active engagement in personal life. The ever-increasing work pressure is taking a toll on the working women leaving them with less time for themselves. The increasing responsibilities on the personal front with the technological blessings like advanced mobile phones, notepads, etc. that keeps work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This affects the person’s physical, emotional and social well-being. Thus, achieving work life balance is a necessity for working women to have a good quality of life.

Lau (2015) studied on work life and performance to provide ad hoc analysis of two key elements of the service profit chain and find out the relation between in growth and work life balance. This research evaluated the performances, in terms of growth and profitability, based on a sample of work life balance and S&P 500 companies. Page work life balance companies remained for the purpose of this study. The control group consisted of 208 service companies selected from the list of S&P 500. The results showed work life balance companies have a higher growth rate, measured by the five-year trends of sales growth and asset growth than that of the S&P 500 companies. The results also indicated that work life balance companies indeed enjoyed higher growth rates than those of S&P 500 companies, and their differences are statistically significant. On average, work life balance serve the companies have an average sales growth rate while the control group companies have below average.
David Lewis et al (2015) studied on the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with work life balance in health care. The variables used extrinsic traits: salary or other tangible, intrinsic traits: skills, level, autonomy and challenge, prior traits: gender and employment traits, co-workers, support, supervisor, treatment and communication. Survey was conducted in 7 different health care and respondents was 1,819/5486 staff (33%). Data was gathered from the circulate questionnaire and test applied for data analysis was regression method and factor analysis. The findings showed pay, supervisor style, commitment and discretion, all play a role in determining work life balance. Female employees were less satisfied with these traits than male.

Ken Roberts (2015) purpose is to consider why work-life balance has become a major issue, and the likely outcomes of the widespread dissatisfaction with current work schedules. Working time has not lengthened and complaints about time pressure are unrelated to hours actually worked. The sources of the widespread dissatisfaction with current work schedules will lie in a combination of other trends – increased labor market participation by women, work intensification, the spread of feelings of job insecurity, more work being done at odd hours, the spread of new information and communication technologies, free time increasing more slowly than spending power and aspirations, and relatively long hours becoming most common among employees (and the self-employed) in higher status jobs. An outcome is unlikely to be a general downward trend in hours worked on account of the substantial opportunity costs that would often be incurred by employees, and because some (mainly middle class) employees have access to a number of effective coping strategies.
Joanna Hughes, Nikos Bozionelos (2015) purpose is to explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance. It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work life balance and withdrawal behaviors, including turnover and non-genuine sick absence.

2.1.2 Gap analysis

Rapidly increasing attrition rates in telecom sector have troubled the organizations in this sector and many researchers are working upon to find solutions for this problem. Various studies have been conducted in the past few years on work life balance in many industries. Some of them have focused upon creating awareness for high attrition rates in work life balance policy and few of them have suggested certain models or strategies to overcome this problem. However, this problem is just a tip of the iceberg. The issue is a deeper one related to the overall Quality of Work Life and Work Life Balance in telecom sectors. The few studies that have touched on this issue are also done basically in the western context. Their applicability in the Indian context needs to be explored. Also, though a few studies have been conducted comparing gender differences in job satisfaction levels, there is no research on the different challenge faced by telecom sector employees with respect to work life balance. There is also a dearth of comprehensive studies linking odd working hours and work life balance in telecom sector. Telecom sector plays a mass role in world wide; it’s a back bone for all the organization. But there should be continuous support require from the network side in order to connect the people in all over the world. Hence, its difficult task for the employees to cope up with the work and family. So this research is helps to know about the telecom sector as well as imbalance of work life of employees in telecom sector
Future Growth Opportunities of Indian Telecom Sector: According to TRAI, two other associated aspects for market growth are- availability of spectrum and availability of resources for network development and expansion. According to the report of Department of Telecommunication, Government of India has raised the Foreign Direct Investment (FDI) limit for this sector to hundred percent on August’2013 to ensure continuous flow of investments to expand the reach of mobile operators. Telecom operators are working on a segmented approach to know the market potential and then to achieve their forecasts and target. According to DoT (2013-14), Department of Telecommunication is planning to serve the nation in its diversity, modern telecommunication facilities will be facilitated to all the rural and remote corners of the country. In this regard, telecom sector will give special focus on unreserved areas in North-Eastern region and backward states of the country. At the same time, an all-inclusive legislation is required to encourage healthy competition, simplify processes and procedures, stimulate innovation and build linkages with other upcoming sector with the help of facilitating rapid growth of the economy by using communication technology. Meanwhile, the WLB issues of telecom sector employees in India have not been highlighted in any previous empirical research papers to the best of our knowledge. Even in the international arena, studies on this topic are scarce, especially with regard to developing and underdeveloped countries. The available reports (CIBC, 2004; Godwyn, 2009) mainly discuss developed nations where the prevailing situations are quite different than those of developing and underdeveloped nations (UNIDO, 2001; 2003). The issue of WLB for telecom employees in such nations thus needs to be recognized as vitally important to society and as requiring intensive research.

Swot analysis of Indian Telecom sector: Strengths Highly skilled, English-speaking workforce, Abundant manpower, Cheaper workforce than their western counterparts. According to NASSCOM, the wage difference is as high as 70-80
percent when compared to their western parts. Lower attrition rates than in the west, dedicated workforce, round-the-clock advantage for western companies due to the huge time difference, lower response time with efficient and effective service, operational excellence, conducive business environment weaknesses, recent months have seen a rise in the level of attrition rates among outsourcing workers who are quitting their jobs to pursue higher studies. Of late workers have shown a tendency not to pursue telecom as a full-time career. The cost of telecom and network infrastructure is much higher in India than in the US. • Local infrastructure, Political influence.

To work closely with associations like NASSCOM to portray India as the most favored telecom destination in the world. • India can be branded as a quality outsourcing destination. Threats: The anti-outsourcing legislation in the US state of New Jersey. Three more states in the United States are planning legislation against outsourcing Connecticut, Missouri and Wisconsin. Workers in British Telecom have protested against outsourcing of work to Indian telecom companies. Other Telecom sector destinations such as China, Philippines and South Africa could have an edge on the cost factor. The major threat to the Indian Telecom sector industry is generally seen as one of resistance in the developed world to jobs shifting to countries such as India. According to an Economic Times Intelligence Group study, ET Knowledge Series, call centers account for almost 65 to 70 percent of the Indian Telecom sector industry in terms of revenues and numbers. And herein lays the problem, as most of the growth has been at the lower end of the skill pyramid. Indeed, according to observers, dissatisfaction with the quality of manpower in India in relatively less killed services could result in an immediate flight of jobs should even a slight price differential happen. Examples quoted are shoe manufacturer Nike, which moved from South Korea to Malaysia and then to Indonesia. Recently, Lehman Brothers decided to take back its internal computer help desk, which had
been outsourced to Indian IT major Wipro, due to dissatisfaction with the skills offered in India. The writing is for all to see - that no resting place is permanent. Each is determined by cost effectiveness as well as a motivated workforce. India must guard its lead, which is the essence of globalization. These are some of the issues that need to be examined. The prescription is twofold - re-training call center executives adequately to retain the current business, as well as moving up the value chain in terms of the quality of jobs outsourced.