CHAPTER 3
THEORETICAL/
CONCEPTUAL FRAMEWORK
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3.1 INTRODUCTION

Work-Life balance is a broad concept, which includes proper prioritizing between career and ambition on one hand, compared with pleasure, leisure, family and spiritual development on the other. It is a key factor, which determines employees’ satisfaction, loyalty and productivity. Globalization, working couples, nuclear families, and technology are some important factors contributing to work-life imbalance. The employees are struggling and caught between family commitments, organization’s expectations, personal aspirations and with the technological innovations whereas, managements are struggling with adverse economic situation, stiff competition, mounting costs, threatening deadlines and similar constraints forcing them to reduce costs and increase productivity which has direct bearing on employees. The organizations need to achieve these without affecting employee morale and without compromising on organizational goals. As the separation between work and home life has diminished, Work Life Balance has become more relevant than before. The term ‘work-life balance’ is preferred due to the fact that it encompasses the experiences and needs of parents and non-parents alike, and is a more progressive theoretical framework in which to think about new ways of living and working that are satisfactory to all. As work has evolved to be more knowledge-based, fluid, and intellectual, it has become harder to escape (Lockwood, 2003). Employees can no longer easily segregate their work from the rest of their lives because work has the capacity to take over people’s thoughts (Patterson, 2001). In addition to this information, communication technologies have removed the temporal and spatial boundaries of work, allowing people to work anytime from anywhere (Jacobs & Winslow, 2004). This intensification of work
makes finding a desirable balance between work and life outside work much more difficult.

Indeed, from the very dawn of the human civilization, women have been playing very important role mostly in the family not only by rearing offspring and doing household affairs but also by generating income through handicrafts and many other ways. The role of women is such an important that ignoring their roles no family and society can be progressed and prospered in a balanced and meaningful way. Considering their roles, they are called half of body. However, with the passage of time, the nature and types of roles of women are changing in different society and culture. Undoubtedly a key economic development in the last 50 years has been the substantial and well-documented increase in women’s labour force participation (Blyton and Dastmalchian, 2006; McCall, 2005; Straub, 2007) and mothers are now the primary or co-breadwinners in many families of the world. The Economist commented on this trend claiming, “Women’s economic empowerment is arguably the biggest social change of our times” (Anna, B., 2010). Economic pressures over the last decade have significantly increased the need for dual-earner families to the point that the majority of families now require two breadwinners to meet the increased cost of living (Ford et al., 2007; White and Rogers, 2000). Now, the women are entering into the labour force in large numbers, where majority of them come from middle-class with children into the paid work force, has either directly or indirectly affected virtually everyone in society as people’s mothers, wives, sisters, daughters, and friends stepped out of the home into paid employment (Perry-Jenkins, et al., 2000).

Thus, the growing number of women in the labour force intensifies the realization that more individuals have to simultaneously manage two domains of life: family and work (Grant-Vallone & Ensher, 2001; Karimi, 2006). As a result, conflict and strain often arise for individuals who participate in both of these areas, because role expectations are frequently incompatible (Grant-Vallone & Ensher, 2001; Posig and Kickul, 2004, Simon, Kümmerling, & Hasselhorn, 2004). The conflict is usually bidirectional: work can interfere with the family, and the family can interfere with work (Simon et al., 2004). Work interference with family is more
of an issue than family interference with work (Grzywacz, Frone, Brewer, & Kovner, 2006; Simon et al., 2004). Although men and women both experience inter-role conflicts, it is often more difficult for women to balance their work and home roles (Walker, Wang and Redmond, 2008). According to Doherty (2004), this difficulty then becomes the primary source of women’s disadvantage in the corporate world and explains their ‘‘concentration in low paid, part-time employment and their absence at the most senior levels of management [in business]’’ (p. 433). Thus, the challenge of work-life balance is a reality for every working woman, and it is an issue that is widely discussed in organizations and governments today. Women feel entitled to claim this balance, even if it requires formal intervention from institutions and governments. Yet it was not very long ago that work/life balance was a whispered taboo or seen as an individual’s personal problem to be resolved in private (Rice, 2000, Anna, B., 2010). For a long time, most women did not believe that they deserved a healthy balance between their work and their lives outside of work, let alone expect and receive formal policies supporting this balance. Even at present, in many cases the term “work-life balance” is not understood as well as recognized officially and socially. In this regard, Greenhaus, Collins, and Shaw (2003) say, being balanced means approaching each role in both work and family with an approximately equal level of attention, time, involvement, and commitment.

3.2 WORK LIFE BALANCE –AN OVERVIEW

After the Industrial Revolution in the second half of the 18th century, there has been a tremendous change in the pattern and concept of professionalism. This has given a new dimension to work-life balance. But there is no perfect shape to work-life balance. It varies from individual to individual because priorities differ according to individual’s life style. It not only changes in priorities but also changes in status, like when one is unmarried, after marriage, after childbirth, when a new career begins and this keeps on changing till one's retirement. With this increasing industrialization and education, employment opportunities for women have also increased and with increasing economic conditions, it has become a necessity that both husband and wife need to work to have a normal life. In this fast growing and
competitive world, as every possible opportunity for employment is increased, the organizations need to create a congenial atmosphere where employees can balance their professional and personal life. Only when an employee has a positive WLB, she can be productive and give her best to her organization. Hence organisations are working out schemes which can attract as well as retain their employees.

Work-Life Balance is an important issue in HRM, which is necessary in promoting individual and organizational effectiveness. Work-life Balance is a broad concept including proper prioritizing between "work" on one hand and "life" on the other. Other terms that are used to refer to Work Life Balance include work-family Balance, work-family conflict and family friendly policies etc. The issue has gained importance as there has been a substantial increase in work which is attributed to growing changes in information technology, by an intense, competitive work environment, extremely fast pace of change, constant deadlines and high targets.

In addition, work life balance is one of the factors which affects overall well being of an individual. Individual wellbeing depends on many things, ranging from personality, income, labour market status, job characteristics, health, family, social relationships, to security, liberty, moral values, religious faith etc. Subjective well being includes people’s emotional responses, satisfactions with life domains, and global judgments of life satisfaction.

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. The expression “Work–life balance” is used to describe the balance between an individual’s work and personal life. It intends to provide satisfaction and good functioning at work and at home, with a minimum of role conflict. It is a generally agreed fact that work-life balance is important for an individual’s psychological well-being, and that high self-esteem, satisfaction and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles.
Why Work-Life Balance?

In order for schools to work effectively, staff needs to have the energy, commitment, professional development and motivation to face an increasingly complex and demanding work culture. Effective staff could improve schools, better teaching and learning, and help higher attainment of pupils. There is a plethora of research into teacher stress, workload, rising hours, increased ill health, recruitment and retention difficulties and the need for continuing, autonomous school improvement. Work-life balance is one agenda that brings the needs of the school and the needs of the workforce together in a shared discussion.

What is work–life balance?

‘Work–life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.’

“Work–family balance” is a term that refers to an individual’s perceptions of the degree to which she is experiencing positive relationships between work and family roles, where the relationships are viewed as compatible and at equilibrium with each other. Like a fulcrum measuring the daily shifting weights of time and energy allocation between work and family life, the term, “work-family balance,” provides a metaphor to countervail the historical notion that work and family relationships can often be competing, at odds, and conflicting.

Three things necessary to obtain a balance between work and life are understanding time, understanding choice, and understanding purpose. Life is the result of all actions taken by choice over the course of time while fulfilling one's purpose in life. Therefore, finding a balance between work and life is essential to being happy and fulfilled. Work and life balance can be defined as the ability to make choices that fulfills one's purpose over the course of time.
Understanding time is the most important resource in life. Everyday there is an allotment of 24 hours given to every single human on earth. The use of this allotment of time in a wise manner has created wealth for some and poverty for others. Those who use their time to acquire a higher education make the critical step towards the experience of connections between one's own actions and outcomes (Schieman and Plickert, 2008). Education empowers individuals with the sense of personal control over circumstances and gives them more control over the use of time (Schieman and Plickert, 2008).

Understanding Choice is the ability to make a decision. The role of choice in the definition of work life balance is the filtering of information that allows individuals to use time in a manner facilitating a balance in the pursuit of a career. Conrad (1990) would define balancing work and life as the successful orchestration of career, family, recreation, studies, hobbies and other commitments that promotes a sense of self-actualization. The ability to make choices and find something enjoyable doing, as a career will enhance the probability of establishing a balance between life and work.

Understanding purpose is the third element in defining the work life balance. According to Clawson (2006) commitment to purpose is the determinant factor in being effective in achieving a balance in life. When individuals understand their center they will become physically, emotionally, socially, and organizationally balanced in life (Clawson, 2006). Defining work life balance in terms of understanding time, understanding choice, and understanding purpose is essential to understanding life.

3.3 THE CONCEPT OF WORK LIFE BALANCE

The term work life balance (Work Life Balance) was coined in 1986 in response to the growing concerns by individuals and organizations alike that work can impinge upon the quality of family life and vice-versa, thus giving rise to the
concepts of “family-work conflict” (FWC) and “work-family conflict” (WFC). The former is also referred to as “work interference with family” (WIF) while the latter is also known as “family interference with work” (FIW). In other words, from the scarcity or zero-sum perspective, time devoted to work is construed as time taken away from one’s family life.

Work-life programs existed in the 1930s. The policies and procedures established by an organization with the goal to enable employees to efficiently do their jobs and at the same time provide flexibility to handle personal concerns or problems in their family. People entering the workforce today are more likely to turn to promotions if it is a new job, the employee is having to bring more work to home.

In most developing countries, at least until recently, only men worked outside of the home. The old established joint Hindu family system facilitated a clear division of responsibilities between the old and the young in terms of decision-making. The oldest male member in a patriarchal society is the head of household and would make all the important decisions. Men would work outside the household, whereas women are responsible for raising children and taking charge of a myriad household responsibilities, including in some low-income families in certain parts of India, walking many miles each day to fetch water and fire wood.

More recently, the scarcity perspective has given way to the expansion-enhancement approach that views that work can facilitate participation at home and vice-versa. This has given rise to the concepts of “work-family facilitation” (WFF) and “family-work facilitation” (FWF) where experiences acquired at work can facilitate participation at home and vice-versa. These two notions have contributed to the construct of work life balance where a balanced life consists of work and family that are mutually reinforcing—the family experiences of workers can enrich their contribution to work and organizations, and vice-versa.
3.4 WORK-FAMILY CONFLICT PERSPECTIVES

Initially, work-family literature focused on the negative psychological effects of juggling work and family roles. The phrase “work-family conflict” (WFC) emerged in the 1980s, with the sharp increase in women’s participation in the workforce. The change in employee demographics challenged the gendered ideology of men as the primary breadwinner and women as the stay-at-home mother. The traditional gendered sex-role connotes the conflict that arises when women attempt to fulfil the responsibilities of both roles. According to role theory, work-family conflict occurs because of an inter-role conflict in which the role demands of one sphere (work or family) are incompatible with the role demands of another sphere (work or family).

3.5 WORK-HOME INTERFERENCE

Work-home interference can operate in two directions. They are:

I. Personal life/home life interference with work (PLIW)

Responsibilities at home can interfere with performance at work (home interference with work). Home interference with work arises when personal or family responsibilities hinder performance at work. For example, worrying about a sick child may distract a parent on the job and reduce his or her efficiency (Duxbury, Higgins, & Lee, 1994; MacEwen & Barling, 1994).
II. Work interference with personal/home life (WIPL)

Work interference with home occurs when work activities impede performance of personal or family roles. For example, attending an early-morning meeting may prevent a parent from transporting a child to day care, and thinking about a work-related problem while at home may divert an individual’s attention from a spouse or partner.
Work-Life Balance

![Diagram of determinants of work interference with family/personal life conflict]

Figure 3.5.2 Models of the determinants of work interference with family/personal life conflict

Source: *Developed for this study. Refer note No: 2*

Over the last twenty years, the intersection of paid work and home life has received an increasing amount of attention in both the academic and popular press. Work-home interference has been defined as a form of role conflict in which the demands of the work role and the demands of the home role are mutually incompatible (Parasuraman & Greenhaus, 1997), such that meeting demands in one domain (e.g., work) makes it difficult to meet demands in the other (e.g., home). Its popularity as a topic of discussion coincides with a number of demographic, employment trends in India, and abroad, which have presented new challenges for individuals seeking to manage simultaneous demands from work and from home.
3.6 OUTCOMES OF WORK-HOME INTERFERENCE

Consequences of work-home interference can be classified as attitudinal, behavioural, and health-related. The majority of studies exploring outcomes of interference between work and home have concentrated on either work-related attitudes, or general well-being. Relatively few studies have investigated the effects of interference on employee behaviour in the workplace, beyond absenteeism and turnover. After reviewing more than 100 literature on established attitudinal and behavioural outcomes of work home interference, this section will delineate the ways in which the present thesis will address gaps in the literature regarding our understanding of family and work-related behavioural consequences of interference and its impact on their job performance.

3.7 THE PROPOSED INTEGRATED WORK LIFE BALANCE MODEL

After analyzing the various studies in literature and in light of the stated objectives, the proposed model of the study is detailed in the figure below. Voydanoff (2005) formulated a conceptual model that linked work, family, and boundary-spanning demands and resources to work, role performance and quality. The model proposed that work, family and boundary-spanning demands and resources combine to create two dimensions of work family conflict. Work demands-family resources conflict derives from work demands family resources and boundary-spanning demands and resources, whereas family demands-work resources conflict results from family demands work resources and boundary-spanning demands and resources. The two dimensions of work family conflict combine with boundary-spanning strategies to influence work family balance. Work family balance then affects work and family role performance and quality. Kelley and Moen (2007) proposed a conceptual model of how schedule control impacts work life conflicts and described specific ways to increase employee’s schedule control. The model suggested a direct effect of perceived schedule control on work family conflict. The model also suggested that enacting schedule control by changing one’s behaviour will reduce work family conflict and simultaneously increase perceived control over when and where one works. The model further
proposed three moderators i.e. gender, life stage and occupation. The article posited that schedule control is an important remedy to both chronic and acute time pressures and work life conflicts, with potential health, well being and productivity benefits.

**Overall Work Life Balance Model**

![Overall Work Life Balance Model](image)

**Figure 3.7.1 Showing Integrated Work Life Balance Model**  
*Source: Developed for this study*

### 3.8 DEFINITIONS OF WORK-LIFE BALANCE

WLB is defined as a satisfactory level of involvement or “fit” between the multiple roles in a Person’s life. With the complexities of work, technological intrusion into personal life, less scope for job satisfaction and a narrow boundary between work-life and personal life, studies on work life balance has always been a concern and challenge for most of the researchers in this field. Since human beings have to often perform multitask and roles, the work-life balance best involves the people’s ability to manage simultaneously the working pressures along with personal/family commitments. It involves effective time management, level of involvement and satisfaction of components imbibed into an efficient work-life balance. Work–life balance is the degree to which an individual is able to
simultaneously balance the temporal, emotional, and behavioural demands of both paid work and family responsibilities (Hill et al., 2001). Work-life balance is defined as the ‘the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one undermining the satisfactory experience of the other’ (Noon & Blyton 2007). If employee needs for balance are unfulfilled, they perceive work-life imbalance, which can be defined as: “stress transferred from work to home or vice versa” Westman et al., 2009. It is a situation in which employees are able to give right amount of time and efforts to their work as well as their personal life outside work (Work-life balance, 2009. Anna, B., 2010).

Work-life balance is not necessarily about achieving an equal balance and there is no size fits all approach that companies should be striving for. It varies for individuals and different organizations and changes over time. However, one definition that is useful is the following from The Work Foundation: “Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.” *EN-3

3.9 WORK LIFE BALANCE OF TEACHERS

Teaching has been identified as one of the most stressful occupations within the general area of occupational stress in many countries. Teaching related stress, commonly termed “teacher stress” is defined as a teacher’s experience of unpleasant, negative emotions, such as anger, anxiety, tension, frustration, or depression, resulting from some aspect of their work as a teacher. At a personal level, teaching related stress can affect a teacher’s health, well-being, and performance. Even a small change in school structure may cause erosion of colleagues’ relationship and harbours feeling of inequity and uncertainty.

Many authors have argued that preschool teachers have additional stress such as having to deal with parents who treat the school as a child-minding service and having to perform more non-teaching tasks, such as mothering a sick child or
cleaning up after them. Since ages, women continue to feel to be a weaker section of society. Teaching has always been one of the prior profession open to women.

Working women's problems at work are manifold. They are not taken to be as equally efficient worker as men and face discrimination at the workplace. This attitude tends to create feeling of inferiority, uselessness or inability and leads to mental fatigue, stress related illness and high degree of job dissatisfaction among working women. Hence, women face problems like job strain, role conflict, sexual harassment, inadequate household help, financial dependence and other occupational hazards. Stress is an inevitable and unavoidable component of life due to increasing complexities and competitiveness in living standards. The speed at which change is taking place in the world today is certainly overwhelming and breathe taking. In the fast changing world of today, no individual is free from stress and no profession is stress free. Everyone experiences stress, whether it is within the family, business, organization, study, work, or any other social or economical activity.

Stress affects not only our physical health but our mental well being, too. To successfully manage stress in everyday life, individual can learn to relax and enjoy life. The best way to manage stress is to prevent it. This may not be always possible. So, the next best things are to reduce stress and make life easier. Stress refers to any environmental, organizational and individual or internal demands, which require the individual to readjust the usual behaviour pattern. Degree of stress results from events or situations that have potential to cause change. The stress which an individual experiences in an environment is carried with him in another environment also, thus increasing the stress and causing stress to others also. There are many factors at the level of individual which may be generated in the context of organizational life or personal life like life and career change, personality types, role characteristics. Any change in career life of an individual puts him in disequilibrium state of affairs and he is required to bring equilibrium. In this process individual experiences stress. Personality type / characteristic such as authoritarianism, rigidity, masculinity, femininity, extroversion, spontaneity, locus of control are particularly relevant to individual stress.
Work-related stress is a pattern of reactions that occurs when workers are presented with work demands that are not matched to their knowledge, skills or abilities, and which challenge their ability to cope. These demands may be related to time pressure or the amount of work (quantitative demands), or may refer to the difficulty of the work (cognitive demands) or the empathy required (emotional demands), or even to the inability to show one’s emotions at work. Demands may also be physical, i.e. high demands in the area of dynamic and static loads. When the worker perceives an imbalance between demands and environmental or personal resources, this can cause a number of possible reactions. These may include physiological responses (e.g. increase in heart rate, blood pressure, hyperventilation), emotional responses (e.g. feeling nervous or irritated), cognitive responses (e.g. reduced attention and perception, forgetfulness), and behavioural reactions (e.g. aggressive, impulsive behaviour, making mistakes).

The stressful experience is intensified if no help is available from colleagues or supervisors at work. Therefore, social isolation and lack of cooperation increase the risk of prolonged stress at work. Conversely, work tasks with a high degree of personal control and skill variety, and a work environment with supportive social relationships; contribute to workers’ well-being and health.

In spite of the opportunities thrown open to them in various fields along with some labour-saving gadgets in the house, she still seeks a place as an independent and honourable human being. The concept of equality has exercised a powerful emotional appeal in the struggle of women to free them from age-old oppression. Today, the status of Indian women has totally changed. The number of educated women including the number of working women is increasing. At present, women are in a position to compete with men in all walks of life. The employment of women outside home has added to their duties and functions. The problems of women who combine the different roles of a wife, a mother and a working woman are multiple; which can be categorised under different heads as physiological problems, adjustment problems, social problems and economic problems. Although more and more women are coming out in search of employment and their families also need their income but, the attitude towards women and their role in the family has not undergone much change. Even today, looking after the family and children
is generally perceived to be primary responsibility of women. Carrying out all the duties and responsibilities of home almost single-handed overstrains a working woman.

Stress has become one of the most serious occupational health hazards today. It has been resulting into substantial costs to individual employees and organisations globally. The various stress related problems like coronary heart disease, hypertension, diabetics, gastrointestinal disorders, peptic ulcer, asthma, migraine, alcoholism, drug addiction, depression and suicide, etc, are accountable for poor employees’ health. These problems are further affecting organisational performance adversely by contributing to poor employee productivity, high employee turnover, and absenteeism, poor organisational climate.

3.10 BENEFITS OF WORK LIFE BALANCE

Recognised benefits of work-life balance policies for employees include in general:

1. Improved work-life balance – a reduction in the impact of work on home and family life
2. Reduced stress levels
3. Control over time management in meeting work-life commitments
4. Autonomy to make decisions regarding work-life balance
5. Increased focus, motivation and job satisfaction knowing that family and work commitments are being met
6. Increased job security from the knowledge that an organisation understands and supports workers with family responsibilities
7. Decreased Health Care Costs and Stress-Related Illnesses: With increasing company focus on the high cost of health care, work/life programs are becoming an intelligent choice to help lower the number of health care claims.
3.11 THE BENEFITS OF IMPLEMENTING WORK-LIFE BALANCE FOR THE SCHOOLS

- Whole school positive impact
- High quality Self-Evaluation and School Improvement Planning
- Raised standards
- Improved image
- Improved motivation and morale
- Improved attendance
- Greater collaborative working
- Better working environment
- Improved teaching and learning

3.12 THE BENEFITS OF IMPLEMENTING WORK-LIFE BALANCE FOR THE TEACHERS

- Reduced stress
- Less illness
- Positive, committed attitude
- Higher self esteem
- Improved job satisfaction
- More self-confidence
- Feeling more valued
- Improved physical and emotional wellbeing

(Source: Taken from the Work-Life Balance Toolkit Wigan CYPS and Workforce Solutions)
3.13 BENEFITS OF WORK LIFE PROGRAMMES/POLICIES

Work life programmes can affect business performance in number of ways:

- The employers can attract better recruits by offering work life balance policies alongside competitive remuneration packages.

- Work life policies can improve the 'employee experience' and hence help the organization to retain their staff. Turnover is a major issue in organizations because of the cost of hiring and training new personnel. Therefore, with work life policies, organization can save money on recruitment costs and lose less on institutional knowledge.

- Work life balance programmes also minimize stress and reduce fatigue, which may lead to better physical and mental health of the employees, and also results in lower absenteeism.

- Work life policies can enhance productivity by reducing negative spillovers from family to work. Moreover, reduced stress and better health also leads to productivity gains.

- Improved relationship at work at home

- Improved confidence and concentration

- Environments that support employee's work life balance have been found to improve organization commitment and job satisfaction, as the employees feel more connected with an organization if the organization cares for them.

- The organization that supports work life balance programmes/policies often receive community recognition as "good corporate
citizen" or "employers of choice". However, the extent to which the organizations are concerned about public approval or disapproval may vary according to their size and location in the business environment.

- The advantages of work life programmes are not limited to the workplace alone. Work life policies and flexible work practices can also help the organization to respond to the changing present conditions and demands more effectively. Flexitime, part time work or shift work can be utilized or to keep establishments open for longer hours without making employees work for longer hours (Joshi, 2007).

3.14 DETERMINANTS OF WORK LIFE BALANCE

In every individual’s life there exists the determinants of Work-Life Balance. The subject in the present contexts that are related the most with Work-Life Balance are as follows.

Individual

An individual is the most important determinant of work life balance. Two American cardiologists Roseenman and Friedman determined two different types of personality depending on heart disorders and individual behaviour: Type A & B. Type A is someone who is more active, more work oriented, more passionate and competitive, while type B is calm, patient, balance and right minded. It can be argued that since type A is more oriented to work there will be Negative reflection of it to Work-Life Balance.

Yet working hard, considered to be an obsessive behavior is another thing that destroys Work-Life balance. Working hard, connotes over-addiction to work, being at work for a very long time over working, and being busy with work at times, out of work. As workaholic is someone who is not interested in any other subjects
other than his job, works excessively and continues working without being aware that work holism damages health, personal happiness and relations with others. Since life is not only about work, workaholics suffer from alienation, family problems. Like alcoholics working hard neglects their families, friends, relations and other social responsibilities.

Individual factors affecting perceptions of work-life balance include orientation to work and in particular the extent to which work (or home) is a central life interest and aspects of personality including need for achievement and propensity for work involvement. Energy levels are often ignored but in the context of high demand need to be taken explicitly into account. They may be linked to issues of personal control, including locus of control and capacity for coping with pressures of competing demands. Finally, gender will often be a factor, with higher demands placed on women in the home, and age, life-stage and career-stage issues will influence willingness to tolerate certain kinds of demand at work and at home. Although they are not explicitly included in the framework, psychologists may wish to incorporate social information processing, cognitive resource and dissonance theories to help to explain why some people perceive imbalance while others do not.

The demands that one experience in family life and that have effects on individual, Work-Life Balance of an individual in terms of marriage child rising, caring for elderly, shopping, house chores have effect on Work-Life Balance since they demand more family responsibilities. Traditionally responsibility in the family becomes more burdensome on women while balancing work and life. Those who have to look after a child or the elderly might sometimes have to risk their career by shortening their working hours, which becomes a source of stress for them on the other hand, those without children or any elderly people to look after at home experiences less Work-Life Imbalance (Lowe, G.S, 2005).

**Work and Organization**

Work environment is more effective in work life imbalance than the family environment. The job and the organization, one works in both have demand on
individual time, efforts and mental capacity. Among the efforts, to increase organizational efficiency one of the subject manager’s should focus on to raise the organizational loyalty of the staff. In this context, employees working hard are encouraged and given opportunities to advance in career. Organization tries to get the most of their employees without considering the other aspects to their private life. Such organizational strategies provide the opportunity of promotion and other benefits to the employee, so that in long run the employees might neglect their private life; therefore, the organizations become an important factor on Work-Life Balance.

**Social Environment**

Another determinant of Work-Life Balance is social environment. Especially in other countries, the cultural collective characteristics of an individual have responsibilities towards certain social groups to himself and his family. Every social group such as relation, friends and neighbours and family has demand on the individual, which he/she belongs to. As such of one’s social environment becomes a factor of Work-Life Balance.

### 3.15 CONSEQUENCES AND CAUSES

Poor Work-Life Balance is often manifested in a range of physical and psychological strains, such as irritability, depression, anxiety, diminished self-confidence, inability to relax, lack of sleep and increased susceptibility to a number of illnesses, a number of psycho-somatic disorders, burnout, low productivity, high employee turnover, safety hazards, increase in divorce cases, high blood pressure, ulcer, migraine and many psychosomatic disorders. Researchers proved that Work Life Balance and job satisfaction were positively related to each other and even the work family conflict increased emotional exhaustion and decrease job satisfaction. Guest (2002) gave a model outlining the causes, nature and consequences of a work-life balance citing recent research to illustrate the various dimensions. According to the model, the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work,
demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The nature of work life balance was defined both objectively and subjectively. The objective indicators include hours of work and hours of uncommitted or free time outside work. Subjective indicators refer to the states of balance and imbalance. According to Guest, balance may be reported when equal weight is given both to work and home or, when home or work dominates by choice. Spillover occurs when there is interference of one sphere of life with other. The model further indicates numerous outcomes of work life balance which include personal satisfaction and wellbeing at work, home and life as a whole, performance at work and home, impact on others at work, family and friends.

There has been a much larger body of research on the consequences of forms of work-life imbalance and in particular various manifestations of work spillover and conflict. This has already been touched on in previous sections. In his review of the subject area, O’Driscoll (1996) identifies research on work and life satisfaction, on well-being, mental health and physical health and on individual performance in organizations. This reflects a set of traditional outcomes of interest to psychologists. Recent research has increasingly recognized the complexity of the issues and the study by Kossek and colleagues cited earlier is just one illustration of this.

Organizations also suffer owing to poor Work Life Balance of their employees. There are direct and indirect deleterious consequences. The direct consequences are poor productivity, high employee turnover, accidents, etc. On the other hand, the indirect consequences are low involvement, serious interpersonal conflicts at work, apathetic attitude towards work and so on. Lack of Work Life Balance indirectly and negatively affects family dynamics. It results in marital discord, divorce, child abuse and neglect of old parents. All of these affect societal functioning and harmony.
Work-Life imbalance has three types of conflict: namely, time-based, stress-based and behaviour-based. Generally work take up most of the time, thus leaving little time for family and other social aspects of life.

The time-based conflict is about what one’s limited time is mostly allocated for, when individuals do not allocate the limited time equally among the demanding group, a negative result occurs.

The stress-based conflict occurs when the role of the individual is dual at work or in the family that causes stress on the individual wherein the stress affects the other roles of the individual. An example is someone who had an argument with colleague at work reflects on the family members back home, this tension inference with his roles in the family. Strain-based conflict occurs when the strain (or stressors) felt in one role make it difficult to perform in the other role (Greenhaus and Beutell, 1985). Strain-based conflict is based in the idea of fatigue and irritability created from one role affecting the activities in the other role. Work-related strain has been related to stressful events at work, job burnout that result in fatigue or depression, role ambiguity etc. Family-based strain conflict primarily occurs when spousal career and family expectations are not in congruence.

The behaviour-base conflict occurs when the behaviour of work and out of work are issuant and conflicting. For instances, when a manager who has to be strict and discipline at work, carries the same behaviour to home, might experience problems with the family members. Behaviour based conflict occurs when the behaviours required in one role are incompatible with the behaviours required in the other role “behaviours that are expected or appropriate in the family role (e.g., expressiveness, emotional sensitivity) are viewed as inappropriate or dysfunctional when used in the work role” (Parasuraman and Greenhaus, 1997).

Work life balance shall enable individual to fulfil his/her role effectively and efficiently as an employee, member of any organization, family, and the society. As an organization needs to attract and retain valued employees in a highly competitive labour market, Work Life Balance is a strong motivating factor for increased organization awareness and action with regard to Human Resources
Policies and Practices that address work life Balance. Work Life Balance is an important area of human resource management, which that receives, increased attention from different types of organization including management, employee representatives and the media. There is decline of lifetime employment or job security as more and more people are on short-term contracts. Occupational psychology plays a key role in assessing the structure and implementation of flexible work models and with the study of factors underlying Work-Life Balance. Since work-place flexibility is becoming increasingly popular for both employers and employees, flexible work arrangements are taken as an opportunity for efficient recruitment, decreased employee turnover, absenteeism and importantly, it helps in projecting an improved corporate image.

3.16 PROBLEMS OF WORK LIFE IMBALANCE

Women teachers especially in private schools in Chennai face the problems.

- Less payment for women
- Over workload, working time and distance
- Family/personal commitment
- Male superiority
- Male-centric policies
- Cultural domain
- Unwanted bossism
- Health issue

3.17 IMPACT OF WORK LIFE IMBALANCE

Work Life Imbalance among the employees affect negatively employees as well as organizations. Less productivity at workplace, more conflicts, absenteeism, high attrition, low morale, more stress are the major impact of work life imbalance on the female employees working in School education.
3.18 BARRIERS OR CHALLENGES TO WORK LIFE BALANCE

1. **Only paper work no implementation**: Many organizations have the policies only on paper. There is very less concern for the implementation of the policies.

2. **Lack of communication**: Communication about work/life programs is essential. Although an organization may offer a rich menu of work/life benefits, the desired effect—yielding positive business results—is unlikely to occur if employees do not know about the programs or understand them.

3. **Team Work**: Introducing, operating and implementing work-life balance requires collaborative working and is very much a holistic process.

4. **Time Consuming**: Implementing a WLB strategy takes time. Timescales for implementation need to be realistic.

3.19 THE INFLUENCING FACTORS IN WORK LIFE BALANCE

Many Educational institutions have responded to the evolving set of issues and with the influencing factors related to work life balance by introducing a wide variety of work-life balance practices. These practices help the employees to balance both work and life equally where it supports the employer to increase the retention of the employee. The main factors identified from an analysis of the literature reviews in this study, which directly affect work-life balance of women teachers in Private schools are:

i) **Present Family/Personal Life Environment**

Achieving balance with work and family is an ongoing process of juggling responsibilities at work and the needs of the family members. These need to change over time. The key to success is stepping back and periodically analysing how
things are going and find if there want a change. Life balance and personal happiness do not necessarily depend on earning more money and being successful at work or in business. Life balance means different things to different people, for many people life depends on the age, life stage and personal happiness. People commonly suppress their natural preferences and personality. Perhaps because of pressure from parents or institutions, or from society. Many people go through life doing work that they hate, and denying themselves the opportunity to develop their true talents, strength and passions. The work is changing faster than ever before. Work, retirement, pensions and life-expectancy have all changed radically in last two generations. Two common strong influences on our family and personal life choices are:

- Work—particularly traditional employment and retirement practices
- Our own habits and attitudes—especially if they tend to conform to external influences (society, media, friends, parents etc.,)

The way in which individuals make use of their spare time also plays an important role in defining their personal lives. The concept of personal life also tends to be associated with the way individual dress, the food they eat, education, hobbies, leisure activities, schooling and cultural interest. Personal factors such as individual health, personal relationship, pets as well as home and personal possessions affects the personal and family life. In modern times, many people have come to think of their personal life are separated from their work. Teachers have certain hours they bound to work, and work during recreational time is rare. This may be related to the continuing specialization of jobs and demand for increased efficiency, both at work and at home. This common phrase ‘Work hard, play hard’ illustrates the mindset. This is a growing trend toward living holistically and minimizing such rigid distinctions between work and play, in order to achieve an appropriate work life balance.
ii) Work Load

For teachers, once more the numbers of hours spent at the school was still a significant stressor, though less than for managers. However, the amount of paperwork was equally significant as a stressor for teachers, as was the amount of non-contact time. The number of support staff in the school and performance appraisal were also significant stressors for teachers, though less so. It is equally interesting to note the stressors that did not relate to workload manageability for the teachers and managers in this survey. These included class size, introduction of new curricula, developing new assessment procedures, accountability reviews, reporting requirements and processing of assessment data. The next most significant factors associated with manageability, for teachers and middle managers, were the level of support teachers thought they received from their school and the degree of autonomy they felt they had in their work. No associations were found between school innovativeness, school leadership, collaborative teaching, clarity of school values and workload manageability for teachers or middle managers. Teachers saw additional staff, smaller classes, guaranteed planning time and more specialists as among the most important factors for assisting with their workload. Typically, principals, managers and teachers saw increased support to reduce workload coming from the provision of additional staffing and additional provision for time to do professional work outside of the classroom.

iii) Working Environment

In studying the factors of work life balance, it helps to understand the environment in which the behaviour is occurring. The working environment is composed of two main elements: the physical work environment and the mental work environment. The physical work environment is composed of the building, equipment, layout and other structural elements of the workplace. The mental work environment is composed of the psychological atmosphere created by the work, the management and the people in the workplace. The physical and mental work environments combine to affect everyone in the organisation differently because each person’s own behaviour influences how others treat the person.
The mental or psychological work environment consists of one’s aggregate perceptions of four main factors: the work, the managerial style, co-worker influences and employee himself. The work consists of ten factors concerning the actual tasks that make up a particular job. The managerial style consists of the methods that managers use to plan, control, organize, and direct the organization. Co-worker influences consist of the attitudes, beliefs and actions of those who work with the employee. Finally, the employee tries to shape his mental makeup in tune with his work environments. (Steve Brown and Thomas Leigh, 1996).

Physical surroundings affect the mental state and the efficiency of an individual to a great extent. Conditions such as noise, lighting, ventilation, heat are some of the stimuli that can cause good, bad or indifferent responses irrespective of whether these are found to be consciously acceptable or objectionable. “Poor mental health was directly related to unpleasant working conditions, the necessity to work fast, to extend a lot of physical effort: and to excessive and inconvenient hours”. The worker is affected mentally and physically by the following factors:

- Unpleasant working conditions
- Demand for a fast pace in performance
- Physical effort
- Overtime and inconvenient schedules
- Inter-personal relationship among colleagues
- Unrealistic targets
- Excessive workloads etc.,

vi) **Work Involvement**

Job involvement has been defined in various ways. The definitions are one who is engaged in one’s present job, one who is engaged in carrying out the specific tasks in the present job environment and the importance that work plays in one’s life.
The latter definition emphasizes the centrality of job in people’s life and it is from this conceptualization that the term work centrality has been coined. Job involvement and organizational commitment had been found to interactively predict turnover and absenteeism (Brown, 1996; Huselid & Day, 1991). The interaction hypothesis anchored on the belief that worker who is both involved in his job and committed to his organization will tend to stay with his organization and be committed to it.

v) Management Policy

Policy-based management is an administrative approach that is used to simplify the management of a given endeavour by establishing policies to deal with situations that are likely to occur. In the computing world, policy-based management is used as an administrative tool throughout an enterprise or network, or on workstations that have multiple users. Policy-based management includes policy-based network management, the use of delineated policies to control access to and priorities for the use of resources. Policy-based management is often used in systems management. It is interesting to note that perhaps of different perceptions on life, there exists two different ways of referring to the School-Based Management Policy. School-Based Management Policy as a "policy" within the ordinance (or simply referring to the bill), have collectively decided to refer to it as an "ordinance" rather than a "policy".

vi) Equal Treatment

The principle of equal treatment at the workplace means that your employer may not treat you differently to other employees because of your religion, for example, or if you are a handicap. In other words, your employer may not make any distinction on the grounds of religion, belief, political convictions, race, gender, nationality, sexual orientation, civil status, age, disability, chronic illness, type of employment contract and duration of your employment. These are known as the grounds for discrimination.
vii) Pay and Benefits

Salaries vary between school districts and generally are based on experience and qualifications. Some districts pay bonuses for advanced degrees or extra duty. Teaching comes with many of the additional benefits of most careers. Again, this can vary widely depending on where you work, but generally speaking, teachers are entitled to insurance for themselves and their families, including medical, dental and vision coverage. They are also entitled to sick and paid leave. Teachers are also eligible for a wide variety of teaching grants. Schools provide benefits, which vary by district.

- Leave
- Transportation
- Free education to their kids in the same organisation
- Expansion of higher studies
- Employee assistance program
- Adequate and affordable health care benefits like Health insurance, Medicare etc.,
- Short term family leave and disability benefits
- Expanded and formalized flexi time options
- Adequate incentives
- Accessible affordable child and adult care
- Social security insurance
- Retirement and other benefits (PF, Gratuity, pension)
- Special incentives for teachers include bonuses, special package or jewels and tax breaks.
viii) Turnover intention

There are two types of turnover – involuntary and voluntary. Involuntary turnover refers to departures initiated by the organization. Reasons for involuntary turnover may include dismissal for poor performance, layoff, early retirement incentives, or resignation under pressure (Phillips & Connell, 2003). Voluntary turnover involves employee departures influenced by personal and/or environmental factors. Inadequate pay, lack of recognition for work, strained supervisor-supervisee relationships, and poor working environments are all examples of factors that influence voluntary turnover. All employee departure is not bad (Griffeth & Hom, 2001). Turnover is sometimes necessary, particularly, in situations where the termination of an unproductive employee is essential in maintaining the integrity of an organization. It is also a natural consequence of professional advancement (Xu, 2008a; Zhou & Volkwein, 2004). Voluntary turnover, however, poses a bigger threat to an organization. High rates of turnover can contribute to a myriad of organizational issues (Jo, 2008). First, turnover is an administrative burden (Phillips & Connell, 2003). The time employers spend confronting the issue and completing additional paperwork interrupts regular business practices. Another issue associated with voluntary turnover is the disturbance of socialization and communication patterns (Phillips & Connell, 2003).

3.20 WORK LIFE BALANCE - GLOBAL PERSPECTIVE

During the 1960s and 1970s, employers considered work-life mainly an issue for working mothers who struggled with the demands of their jobs and raising children. During the 1980s, recognizing the value and needs of women contributions, pioneering organizations (IBM, Deloitee) began to change their internal workplace policies, procedures and benefits. The changes included maternity leave, employee assistance programs (EAPs), flexi-time, home-based work, and child-care referral. During the 1980s men also began voicing work-life concerns. The term ‘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
goals. Articles of the time suggested a sharp increase in the working hours of the Americans. This had started to affect their families and individual health. Work life balance slowly was gaining grounds in the various organizations. By the end of the decade, work life balance was seen as more than just women’s issue, affecting men, families, organizations and cultures.

In 1990s the recognition of work-life balance was solidified as a vital issue for everyone such as women, men, parents and non-parents, singles and couples. The 1990s saw a rise in the number of working women and dual-income families. A second family configuration, the lone parent household also became prevalent in the 1990s. The labour force experienced considerable challenges in balancing the work and family responsibilities. This growing awareness of the central importance of the issue resulted in major growth in attempted work-life solutions during this decade. Numerous studies showed that the generations from baby boomers to new college graduates were making job choices based on their own work-life issues and employer’s cultures.

3.21 WORK-LIFE BALANCE IN INDIA

Indian families are undergoing rapid changes due to the increased pace of urbanization and modernization. Indian women belonging to all classes have entered into paid occupations. At present, Indian women's exposure to educational opportunities is substantially higher than it was some decades ago, especially in the urban setting. This has opened new vistas, increased awareness and raised aspirations of personal growth. This, along with economic pressure, has been instrumental in influencing women's decision to enter the work force. Most studies of employed, married women in India have reported economic need as being the primary reason given for working. Women’s employment outside the home generally has a positive rather than negative effect on marriage.

Based on the current culture, political climate, economic situation, and societal factors, the following are a few work-life initiatives that multinational institution should consider for strategically addressing the needs of the institutions and the needs of their employees in India.
• **Flexibility**: Provision for flexibility in terms of when and where work is conducted to reduce employees’ conflicts, stress, and work interruptions and maintains or increases their productivity.

• **Commuting**: Invest in transportation resources to assist employees with work conflicts and delays caused by long and difficult commutes.

• **Stress Reduction**: Create a congenial atmosphere at work with opportunities for colleagues to interact informally, such as creating communal and casual spaces for chatting, listening to music, or getting a cup of tea or coffee with friends.

• **Health**: Increase health consciousness by providing more information about good exercise and healthy eating, and by providing health check-ups. Though some organizations provide gyms, basketball courts, and other recreational facilities, the climate and culture make it difficult to exercise at work.

• **Elder Care**: Provide medical coverage for parents and a separate form of leave for dealing with family issues. Also, contract with well known hospitals to provide quality nursing care, or compile a vendor list of quality elder care providers.

• **Childcare**: Partner with local childcare providers to develop quality standards and performance guarantees on behalf of employees.

• **Training**: Invest in training for employees to build skills, and to encourage employees to use technology more efficiently.

• **Gender Equality**: Demonstrate that work-life programs are beneficial to the institution so that both men and women recognize their importance for talent attraction, retention and development. Self-supporting programs for women should be encouraged.
3.22 WORKLIFE BALANCE-THE CHALLENGES AHEAD

The complex society of ours makes the individuals with conflicting responsibilities and commitments; hence the work-life balance has become a predominant issue at the workplace. The major factors such as the global competition, the renewed interest in personal lives/family values; and managing the workforce etc. have made it more significant. Studies have revealed that human resource professionals seek innovative ways to attain their organization's competitive advantage in the marketplace and it is found that work-life balance activities offer a win-win solution in this regard.

3.23 WORK-LIFE BALANCE-THE TRENDS AND NEW APPROACHES AHEAD

The challenge of work-life balance in our society is unlikely to disappear. The concept of work life balance is gaining a great deal of attention in both the academic and corporate worlds. The employees are often preoccupied with work when not working, and when in the company of family and loved ones, experience an inability to be meaningfully engaged in no work spheres. Modern work has become more knowledge based, fluid, and intellectual; overworked people think about work all of the time. For many people, work has become cognitively intrusive. To understand work/life balance a cognitive approach was introduced that is "Cognitive Intrusion of Work". In simple terms, this means that work/life balance is not just about finding "physical time" to do all that needs to be done. Instead, and more importantly, it is about the "cognitive space" necessary to process, organize, and respond to the thinking demands of life within a complex society.

Total life planning is the latest and innovative approach to work life benefits that helps employees understand the important aspects of their professional life, personal lives and their relativity. Their goal is to encourage employees to look at their lives as a whole and assess relationships, emotional and physical wellbeing, careers, spirituality, and their personal financial situation. From these programs, employees can assess their available choices to improve balance in their lives and
develop an individualized life plan. The most successful programs set a goal oriented environment with a meaningful and transformational component for each individual. The concept of total life has the major benefits such as renewed employee energy, enthusiasm and attachment for work, and enhanced productivity. Total life planning programs may be offered in conjunction with benefits such as health, life, and disability insurance, or on a standalone basis.

3.24 CONCLUSION

Women who earlier stayed at home to attend their domestic duties now maintain both work and home simultaneously participating in the process on an equal footing with men in social and economic development. Women have moved away from their traditional roles of homemaker and child rearing to social and business solutions. Because of this, today women are facing lot of problems both at home and work. As such, they have to balance at home and workplace. The pressure is making her to imbalance her work-life. In order to get rid of this problem, the present study deals about work life balance of women teaching staff and its impact on job performance. The various researches on work-life balance reveal various framework models according to the nature of their studies. Based on the previous reviews, frameworks and pre-defined conceptual models, the researcher has framed unique model that is suitable to women teachers irrespective of their designation, status, authority, responsibility, pay and schools where they are employed. If this unique model is adopted the women teachers can achieve a perfect work-life balance effectively. The analysis and interpretation discuss in the forthcoming chapter.