CHAPTER 2

REVIEW OF LITERATURE

A comprehensive study about the review of literature made by the researcher is accessible in this chapter. Besides, the theoretical backgrounds of the concepts are also discussed and the research gap is identified at the end of this chapter.

2.1 INTRODUCTION

We live in a globalized era where success is often defined by over-achievement either in professional life or in personal lives. When we focus too much on business or professional goals, relationships between the family and friends can suffer. Likewise, when ignoring the professional development, business can be put at risk.

Increased workloads and office politics can lead many people to a state of burnout, dissatisfaction, ill being, stress, feeling tired, depressed and lethargic. As a result Personal relationships, health, and careers will suffer. Even people engaged at work from home option questions, how to balance it all. Another type of imbalance can happen when non-work lives are strained. Parental responsibilities, dependent care, spousal support, and even the support needs of aging parents can create a disruptive level of imbalance among the individual. Strains in non-work life can affect productivity at work and threaten the health and psychological well being. Maintaining work-life balance is a step by step process that requires seeing various aspects of lives in honest and frank ways. It may take some time or require some hard work. There may be a need to make some schedule changes or even sacrifices, but at
the end, peace of mind and strengthened interrelationships will be well worth the effort.

2.2 WORK AND LEISURE

The concepts of work and leisure are the key factors in discussion of work-life balance (WLB) issue. The boundaries between work and leisure have partly blurred during the last decade, so it has become more difficult to make a clear partition between these two concepts. For example the mobile technology has made it possible to work at home or on the contrary to use it for leisure purposes at work. This means that work and leisure is no longer tied up with certain geographical location. In many cases the level of motivation, appreciation, supportive environment, feelings of work and life satisfaction of an individual defines whether the activity is seen as work or leisure.

Work can be paid or unpaid. It is often connected to time. Leisure is defined as the exact opposite of work. It is non-obligate time, by which the persons are free to make decisions about how to spend and make use of their spare time. There is also a third factor, called care taking work and it is mainly related to women employees. Women engaged in family relationship have often less free time than men with family ties. Women need to take care of their children, dependents and household activities in general.

2.3 WORK- LIFE BALANCE- AN ISSUE

In response to shifts in the labour market and the changing nature of work culture, work-life balance is now at the top of the agenda for government and corporate. Traditionally it is focused on family-friendly workplaces mainly concerned with mothers to balance work and ,dependent, family care responsibilities, there is increasing awareness from organisations
that work-life balance is more than families; it’s for both male workers and female workers. They are instead to help employees to have access to supportive work arrangements that are compatible with their other responsibilities, attitude, satisfaction and lifestyle. It is also recognised that work-life balance lead indirectly to increased productivity through high retention, reducing stress, improving organisational commitment, employee both physical and psychological wellbeing, work and life satisfaction and helps organisations to respond to customer needs and wants more effectively and efficiently.

Work-life balance has become increasingly important for a number of social and economic reasons that are making:

**Organisations** think about how employees work and balance

**Government** think about how workers balance their paid and unpaid work

**Individuals** think about the work role and different stages of their lives.

As work-life balance is an increasingly popular term, there is no clear definition on what does it means. Most of the definitions do include the concepts of flexibility, maintainability, juggling and sustainability. Frequently it describes the equilibrium between responsibilities at paid work and responsibilities outside paid work. There is no one clear cut definition for work-life balance in the literature. For some people it means spending more time in work and less time in non-work activity, while for others it means ensuring that work does not encroach on time needed for other non-work responsibilities. Of course, there is a tension here as the term implies that work and life should be separate, whereas for many people the distinction between the two is somewhat blurred. Furthermore, variation occur
between "balance" and "imbalance" for different people at different times of their lives, making the notion of a singleframed definition of work-life balance is unrealistic.

2.4 WORK LIFE BALANCE DEFINITION

Jim Bird (2003) has stated that the core factors for finding the WLB are daily achievement and enjoyment where achievement means an action of accomplishing something and enjoyment denotes, besides happiness, the feelings of pride, satisfaction, celebration, love and a sense of well-being.

By the UK’s Department of Trade and Industry, WLB is defined as being about adjusting working patterns regardless of age, race or gender, so everyone can find a rhythm to help them combine work with their other responsibilities or aspirations. This statement addresses that Work Life Balance issue today is concerning each and every one of us and is not only limited to working women like in the mid of the 1990’s. The work life balance issue has become universal, not to any particular region. Also, the nature of Work Life Balance does not only concern working lesser hours, it become multi-faceted. It can be stated to include the following issues:

- how long people work (number of hours worked)
- when people work (arrangement of hours)
- where people work (place of work)
- Training people so that they can have better balance
- providing back-up support breaks from work

In order to understand the concept, it is essential to address the issues of Work Life Balance, at First, "work-life balance does not mean an equal balance". This means that the purpose of balancing work and life is not
about sharing the available daily hours in terms of equal number per activity, it changes over time depending on the situation of life living in. Today life may be single (unmarried) but in five years maybe a father or mother of two or more children. The situation is also different if starting a career path, mid phase of the career or planning for retirement. Therefore it should be remembered that “there is no perfect, one-size fits all, balance you should be striving for” (Bird 2003).

2.5 WORK LIFE BALANCE STUDIES

Kahn et al. (1964) says Work–family balance reflects integration of work demands with family roles, whereas work–family conflict represents incompatibilities between work and family responsibilities because of limited resources, such as time and energy.

Adam et al. (1980) in a survey study of workers found that substantial minority of workers living in families experienced conflict between work and family life. Parents reported more conflict than other couples. Specific working conditions, such as excessive hours at work, scheduling and physically or psychologically demanding were associated with experiencing work family conflict, which in turn was related to diminished job satisfaction and contentment with life in general.

Greenhaus et al. (1989) found work salience to be a strong predictor of work family conflict for the women, but found it to be unrelated in the case of men.

Guteket et al. (1991) indicated that women reported more work interference in family than men, despite spending about same number of hours in paid work as men. Although women spent more hours in family work than men, they reported the same level of family interference in work.
Froneet al. (1992) in his study found that work to family conflict is more prevalent than family to work conflict, suggesting that family boundaries are more permeable to work demands than are work boundaries to family demands.

Froneet al. (1992) found no evidence of gender differences in the pattern of asymmetry, indicating that the dynamics of work and family boundaries may operate similarly among men and women.

Williams & Alliger (1994) also found that work interfered with family more than family interfered with work in a study of 41 full time working parents.

Higgins et al. (1994) examined the impact of gender and life cycle stage on three components of work family conflict i.e. role overload, interference from work to family and interference from family to work. The results indicated significant differences for gender and life cycle. Women reported experiencing significantly greater role overload than men. Again women were found to experience greater work to family interference than men. Interference was highest when the children were young, and lowest in families with older children. Further, women reported significantly higher levels of family interference with work than men in early years, but interferences levels were comparable to men’s in the third life cycle stage.

Aryee & Luk (1996) in his study of dual earner couples in Hong Kong found that men significantly identified more with the work role, had more experience in the workforce, and perceived more spouse support. In contrast, women significantly, identified more with the family role, had main responsibility for childcare, spent more time per week with the children and perceived more need for family responsive policies. In addition, the results revealed that women balance their work and family identity by trading off one
for the other. In contrast, men are able to simultaneously identify with work and family roles.

Eagle et al. (1997) found that work and family boundaries were asymmetrically permeable with work to family conflict being significantly more prevalent than family to work conflict.

Hammer et al. (1997) collected the data from 399 dual-earner couples and found that work family conflict had strong crossover effects for both males and females, indicating that individual’s level of work family conflict was a significant predictor of their partner’s level of work family conflict.

Loscocoo (1997) found that there was gender asymmetry in the permeability of the boundaries between work and family lives. Family intruded more on work among women and work intruded more on family among men.

Eagle et al. (1997) also found there is no significant relation to gender and work-family conflicts. Males and females reported similar levels of family to work and work to family conflict. The plausible reason forwarded for the lack of gender differences was greater mutual empathy that couple shares, which might be created from a decrease in time as a resource for each spouse to spend in their respective, traditionally occupied domains in the interest of gaining monetary resources.

Carlson (1999) determined how dispositional and situational factors differentially affect the three forms: time, strain and behaviour based of work family conflict, and also considered the impact of dispositional variables on work family conflict beyond situational factors. The results showed that dispositional variables do play a role above and beyond situational variables.
in determining the level of experienced work family conflict. Negative affectivity was found to be the most highly related variable with time based conflict. It was also significantly related to strain based conflict. From the work domain, the variable of role conflict was found to be related to strain based conflict.

Carlson & Kacmar (2000) found that work centrality did make a difference to the way work-family conflict was experienced. It was found that when work was highly central to the individual, antecedents from the family domain had a significant impact on family interference with work and when family was valued more, the work domain antecedents had a greater impact on work interference with family.

In a study of Taiwanese managers, Hsieh et al. (2005) found that very few Taiwanese managers had difficulty balancing work and personal lives and work interfered with personal life more frequently than personal life did with the work.

Wesley & Muthuswamy (2005) in a study of 230 teachers in an engineering college in Coimbatore, India, found that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work.

Kinnunen & Mauno (2007) collected data from a sample of 501 employees working in four organizations, i.e., municipal and social healthcare, manufacturing for exports, a bank and a supermarket. The results indicated that interference from work to family was more prevalent than interference from family to work among both sexes. However, there were no gender differences in experiencing either work to family or family to work conflict.
Carmeli (2008) examined the extent of which senior managers with high emotional intelligence, employed in public sector organizations, develop positive work attitudes, behaviour and outcomes. The results showed that senior managers who had high emotional intelligence were more likely to effectively control work-family conflict than those who have low emotional intelligence.

Hyman et al. (2009) examined the evidence for extensions of work into household and family life in two growing employment sectors: call centres and software development. The study found that organizational pressures combined with lack of work centrality result in work intruding into non-work areas of employee lives, though intrusions manifest themselves in different ways according to the type of work, levels of the worker autonomy and organizational support. Work family conflict has also been studied in relation to personality type and situational factors.

Baral (2010) in a study of 485 employees working in varied organizations in India found that working men and women in India experience more work family enrichment than the work family conflict. It was also found that there were no gender differences in the employee perception of work family enrichment. The findings of the studies reported above suggest that work to family conflict is more frequent than family to work conflict.

Hsieh et al. (2010) investigated the perspective of Taiwan hotel managers regarding work-personal life balance and its relationship to various demographic variables, such as gender and marital status, and did not find any significant differences between male and female managers, nor there any significant differences between married and unmarried male/female managers.
Wesley & Muthuswamy (2013) also did not find any gender differences in the experience of work to family or family to work conflict and argued that it was because the financial resources were now being used to pay for the household activities which earlier women had to do and moreover, men had also started to share some work at home.

Rajadhyaksha & Velgach (2014) also found that women experienced significantly higher family interference with work as compared to men. However there were no significant differences between men and women in the experience of work interference with family.

### 2.6 COMPONENTS OF WORK-LIFE BALANCE

While studying about the components of work-life balance, it is found that can be split into three parts, the demographic profile, the work profile and the life profile. The factors that has to be considered on the demographic profile is termed as demographic factors, the factors that has to be considered on the work profile is termed as work factors and that has to be considered on the life profile is termed as life factors

#### 2.6.1 Demographic Factors

1) Age  
2) Gender  
3) Geographic location  
4) Educational qualification  
5) Work experience  
6) Marital status  
7) Employment status of spouse, if applicable
2.6.2 Work Factors

It includes the working time, job nature, job satisfaction, role clarity, flexible working time, utilization of skills.

Working conditions

It includes work culture, relationship with superiors and fellow workers, job tenure, unbiased work environment.

Compensation plans

It includes annual pay, incentives, allowances, fringe benefits, increments, retirement benefits

Career development

It includes career advancement, promotion, performance appraisal, employee training,

Technology

It includes virtual office, work from home, on-line telephone calls, updating technological advancements.
2.6.3 Life Factors

Health

It includes food habit, exercise, sleep, physical fitness, medical fitness, level of stress, usage of tobacco products / alcoholic drinks.

Family

It includes parents, siblings, spouse, marital life, children and activities associated with them

Relationship

It includes social values, friends, and communal relationship

Spiritual values

It includes religious worship, practicing yoga and meditation, religious beliefs and faiths, religious functions.

Personal interest

It includes hobbies, personal likes, adventure, travel, self development, entertainment, amusement, arts and sports.

2.7 BENEFITS OF ACHIEVING PROPER WORK-LIFE BALANCE

The benefits of achieving proper work life balance are classified into three categories.

1) Benefits to the individuals
2) Benefits to the organisation
3) Benefits to the society
2.7.1 Benefits to the Individuals

assists employees to remain in employment while dealing with other responsibilities;

offers employees the chance to avail of new opportunities alongside their work responsibilities

are better able to manage multiple responsibilities without feeling guilty about sacrificing priorities at work or outside

are more likely to feel in control of their life because they have choices as opposed to feeling as if they are being forced to sacrifice work or other priorities;

may feel more secure, happier – and thus motivated – working for an employer that supports their right to make choices between work and homelife.

2.7.2 Benefits to the Organisation

The benefits for organisations that have strategies and support mechanisms in place to assist staff in managing their work-life balance are widely documented and include

enhances recruitment and retention of employees

builds workplace morale and productivity

the potential to attract high quality, innovative and productive staff in an increasingly competitive labour market

higher levels of staff morale, job satisfaction, organizational commitment, dedication and loyalty amongst existing
employees resulting in retention of current employees whose skills, knowledge and talents are invaluable.

reduced employment costs associated with recruitment, training, absenteeism and work related accidents

work to assist staff to manage their work-life balance

2.7.3 Benefits to the Society

The links between individual and organisational benefits – and thus the social benefits – of effective work-life balance are clear

“Workers who are satisfied with their work-life balance are likely to be happier social citizens, parents, care takers and more productive workers. They may work longer and more productively over their lifetime, making a greater contribution, and their health – along with the health of their dependents and partners – may be better, reducing public health expenditure and generally increasing social well being

2.8 WORK-LIFE BALANCE FOR FACULTY

A healthy work life balance is very essential for a teaching professional to be productive and successful. To achieve this success it is very important that she sets her priorities as per her needs but, keeping in mind the demands of her profession and her family. Most important is that she needs to work as per her planned schedules and achieve her targets on time so that she does not mess up her duties. The following few tips would help her achieve her goal.
1. First and foremost she needs to have a thorough understanding of her priorities to decide about things that she can and cannot give up.

2. Awareness also calls for understanding her current position, her work and family environment and the resources available for her to work towards her goal.

3. Her goal needs to be realistic and achievable and the steps to achieve it have to be Smart.

4. She need to have an understanding for her strengths and areas of improvement and should be open to ask for help and assistance wherever required. She should be willing to share her view sand take suggestions from other faculty members and also from other online resources and build up her capabilities.

5. All through her dealings she needs to have a regular check on her values and principles and monitor herself from time to time.

6. She needs to design schedules in such a manner that she has sufficient time for her family and other social calls. She should make sure that she does not neglect either of them – profession and family in the bargain.

7. She should keep herself updated on the latest technologies and improvements and utilize the same for her professional or personal growth.

8. Time is premium and management of time should be her utmost skill.
9. Needs to have a regular monitoring of her performance and improve on areas as and when required.

10. Most of all, she needs to be conscious about her health and keep track that she does not lose her health at any cost. This can be done through regular work outs. She should plan some regular physical activity and find time to get relieved of her stress every day because piling up of stress leads to major complications.

2.9 RESEARCH GAP

Most of the studies were based on international context. Only few studies were based on Indian context that too focusing on metro cities. None of the study was focused on Madurai Region. So there is a lot of research space for Work Life Balance in South Tamilnadu context. The work life balance issue of faculty was studied on the perspective of its occurrence and its impact on faculty performance. No study has done so far considering the impact of the social supportive environment such as work support and non-work support on work and life related factors leading to balance and the influence on outcome of such balance like organisational commitment, psychological wellbeing and turnover intention. The researcher has taken the present study accordingly in an effort to fill up this gap.