CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

This chapter reviews literature in the area of research. Both theoretical and empirical research is reviewed. For ease of reading, it is divided into five sections. The first section deals with work family models. The second and third sections deal with literature on work family enrichment and work life balance. The fourth section discusses research pertaining to the other variables, used in this research. The fifth section deals with work-family models.

2.2 WORK-FAMILY MODELS

Various models to work-family issues have been adopted in European countries. They are discussed below:

**Nordic model:** To some extent it relies heavily on the government to help young parents. The advantages of this kind of model are that there are extensive national legislations on maternity/paternity/parental leave, part-time working and child-care arrangements. These benefits are publicly funded. This is common in France.

**Anglo-Saxon model:** Here women can leave the labour market temporarily to take care of their children. However it affects their career and income when they re-enter the labour market. The employees rely on the
firms to provide family-friendly workplaces. The advantage is in the flexibility of labour markets and family friendly policies offered.

**Corporatist model:** In this model social partners and families negotiate work-family reconciliation policies. Strong social partnerships is seen in this model. Countries like Netherlands and Germany follow this model.

**Familialist model:** This is a traditional model which relies heavily on families to resolve the challenge of work-family reconciliation. Leave and part-time work is regularised and arranged by the State. Germany, Poland and southern European countries follow this model.

**The former planned economies model:** States which have undergone drastic changes since 1990 in work-family reconciliation policies such as cut benefits and childcare facilities fall under this model. The challenges of work-family reconciliation are protective legislation for women which is not practiced. A shift is seen from the State to the family. Thus maternity/paternity leave is a long one but with heavy effects on skilled women’s careers.

### 2.3 WORK FAMILY ENRICHMENT

Greenhaus and Powell (2006) proposed a theoretical model of work family enrichment where experiences in Role A (work or family) can improve quality of life in Role B (family or work). It is proposed that high performance and positive affect is promoted in Role B by the resources generated in Role A. The extent to which a resource enhances performance and positive affect is modulated by the salience of Role B, the perceived relevance to Role B and the requirements and terms of Role B. Instrumental path and affective path are generated in Role A which are directly transferred
to Role B or promote positive affect in Role B. A theoretical model is
developed to give an understanding of the positive work-family linkages
which would be guidance to further studies. This model builds on early
writings on (Mark 1977; Sieber 1974). The model has identified five different
types of work and family resources which would promote work family
enrichment. It also specified two paths or mechanisms through which work
family enrichment would be promoted and the several moderating variables.

Warner and Haussorf (2009) presented a theoretical model of work
family enrichment and ways in which work family enrichment can be
increased. The model was based on a body of literature from work-family
conflict, positive and negative spillover, expansionist theory, enhancement
hypothesis, work family enrichment, social support and need theory. The
model proposes that involvement with family and work lead to instrumental
and psychological benefits. A review of the theoretical frame work used to
describe the work and family roles are examined.

The important psychological benefits that have a direct impact
within a domain and indirectly influence work family enrichment are
discussed. Fostering enrichment would be a solution in removing
organisational stressor versus providing proactive organisational support. The
model is a framework for further understanding the complex interaction
between work and family and the benefits associated with these roles. Striving
for enrichment rather than reduction of conflict is a new framework to
examine work and family roles.

Seng et al (2009) developed a theoretical frame work to determine
the relationship between work-family enrichment, religious support and their
influence on job, family and life satisfaction.
Individuals with stronger religious support will have more work-family enrichment while individuals with weaker or no religious support will have work-family conflict. Individuals with stronger religious support will have higher levels of job, family and life satisfaction. Work-to-family enrichment will positively influence family satisfaction and life satisfaction; and family-to-work enrichment will positively influence job satisfaction and life satisfaction. Work-to-family conflict will negatively influence family satisfaction and life satisfaction; and family-to-work conflict will negatively influence job satisfaction and life satisfaction.

Religious support with family satisfaction will be mediated by work-family conflict and work-family enrichment. Religious support with job satisfaction will be largely mediated by work-family conflict and work-family enrichment. Religious support with life satisfaction will be largely mediated by work-family conflict and work-family enrichment. Religious coping moderates the relationship between Religious Support and WFE and relationship between Religious Support and WFC

Wood and Wall (2007) assessed that though work enrichment is prominent in the theoretical background, these aspects are neglected in performance relationship. High commitment or high involvement was centrally related to employee involvement and work enrichment in an organisation. Practices used to measure human resource management did not feature work enrichment. A marginalisation of employee involvement has led to a shift of role empowerment in the form of work enrichment. Work design does not necessarily amount to work enrichment and the emphasis is on practices that create the flexible employee and agile organisation, and not the enriched employee or healthy organisation.
Greenhaus and Singh (2004) conceptualised the definition of work family enrichment and referred to as work family facilitation, work family enhancement and positive spillover. The basic notion under this principle is that all the variety of resources derived from work and family have the capacity to transfer positive energy in the other role. The concept of work family balance and work family expansion is also emphasised as the individual participates in multiple roles. The individual however experiences positive effects from the quality of roles rather than the number of roles occupied by him. An understanding of all the terms which are used in the interaction effect between work and family is analysed and emphasised for further researchers.

Heraty et al (2008) analyse literature reports on conflict, facilitation and individual coping styles in the work and family domains; and effect of generational differences in work-family conflict and work-family Synergy. Three types of generations are considered namely, Generation X, baby boomers and mature. Studies indicate that positive thinking increase Work Family Facilitation and Family Work Facilitation. Positive thinking leads to broader work-family balance and positive spillover. Individuals from traditional mixed families had significantly more positive attitudes towards balancing the demands of work and home life than those from traditional single-earner families. The later have more positive attitudes towards the more traditional breadwinner/homemaker roles. The employment status of the mother is important in the development of work family attitudes. Attitudes towards career-family interface are influenced by early socialisation through parents, siblings, paternal and maternal job type, job status, education and family structure.

German managers felt that work-life balance is a barrier to their career advancement and combining both was almost impossible. But
American female managers did not think so. Women in Germany than women in the United States find combining a successful career with children is difficult. This could possibly due to social values and laws alone cannot facilitate this. Large number of women has to work harder to gain similar recognition in their careers when compared similar men. Women always have to prove themselves. A network of support such as childcare, husband, and workplace are essential for working mothers to achieve work family balance.

Grzywacz et al (2007) defines the concept of work family facilitation as a process representing the synergies between the domains of work and family. Facilitation is the extent to which an individual’s engagement in one social system, contributes to growth in another social system. Catalysts contribute to growth in the system via deviation amplification. There are two types of catalyst. Individual catalysts occur at the level of the worker/family member. The second type of catalyst is systemic catalysts. Systemic catalysts are benefits conferred to members. Positive experiences at work spills-over and promotes more caring family and this accumulates with time and contributes to a flexible and resilient family. Engagement in one life domain produces a variety of positive and negative consequences such as resource acquisition, enhancement and drain. When these consequences enter the other domain they alter the way they interact. They also serve as a catalyst for change in the social system.

Grzywacz and Bass (2003) observed that work-family conflict and work-family facilitation are bidirectional and multidimensional. Higher levels of work to family and family to work conflicts lead to poor mental health. More family to work facilitation is associated with better psychological well-being, and it is independent of the effects of work-family conflict. The study brings out the positive aspects of work and family with mental health.
Family interfering with work is more detrimental to mental health than work interfering with family. Family to work facilitation is associated with lower risk of mental illness, but work to family facilitation exerts inconsistent effects on mental health. When work is protected from family disruptions, and family contributes to the productivity at work mental health is maintained. Another important observation is that the family’s responsiveness to work-related demands is more important than work to family facilitation for defusing work to family conflict.

The overall quality of work-family fit will differ from event to event, whether it is a conflict or facilitation, and it will be experienced differently by different members and groups. Enduring aspects of work-family interface and work-family exchanges will buffer or exacerbate specific events. Work-family facilitation offsets the negative aspects of work-family conflict.

The study was based on responses from 1986 persons through random telephonic questions conducted by National Survey of Midlife Development in the United States. The measures were Work to family conflict, Work to family facilitation, Family to work conflict, and Family to work facilitation. The analysis was performed with multivariate logistic regression model.

Eby et al. (2000) have reviewed 190 work–family studies published in IO/OB journals from 1980 to 2002 and discussed the various topics namely, work–family conflict (WFC), work role stress, work–family assistance, work schedules, job-related relocation, career and job-related outcomes, gender and the relationship between work and family domains, dual-earner couples, and relationships among life domains.
Work-to-family conflict is more prevalent than family-to-work conflict. Unpredictability in work routine and high involvement and investment in work promotes WFC. Supportive organisational culture, supervisor, or mentor is beneficial in reducing WFC. Family predictors which affect WFC are children at home, concern about child care, disagreements, stress with the family members or spouse, highly involvement in family, greater time demands from family, and less family support. Individual differences also affect WFC. It is identified that those who are highly self-motivated and have less negative affect cope better.

Family-to-work conflict and work-to-family conflict lead to anxiety disorders, mood disorders, and substance abuse disorders. The relationship between family-to-work conflict and anxiety disorders is stronger among men than women. WFC can lead an individual to greater turnover intentions, lower perceived career success and less career satisfaction. Conflict in both work and family domains lead to enhanced levels of WFC and this in turn lowers life satisfaction. Workers with more work expectations and several family roles report more WFC, higher levels of job dissatisfaction and more physical health problems. WFC has also been found to mediate the relationships between work expectations, work conflict, job involvement, and family involvement with both quality of work and quality of family life. Negative spillover occurs across individuals in the same family, including crossover effects between spouses and between parents and children.

Differences exist in WFC experienced between men and women. There are unique antecedents of WFC in the work and family domains for men and women. Relationship between WFC and outcomes vary by gender and gender moderates the enriching and depleting effects of work–family interactions. Professional women have more difficulty relaxing after work and they report greater stress in both their work and non-work lives than men. In
dual-earner couples women have greater stress symptoms than men. Women benefit less than men from work arrangements designed to help facilitate work–family balance and fare less well in the job market after relocating for their husband’s job.

Michel and Clark (2009) developed an affective perspective of work and family. Their study was based on data collected from 187 employees. Structural equation modeling with a path analysis technique was used to test the models. A series of meta-analytic path were reviewed on work-family conflict models presented by Frone et al (1992). Dispositional affect acts as a predictor for work and family enrichment and also derives satisfaction in the work and family domains. Higher levels of positive affect among individuals had higher levels of work family enrichment/family work enrichment. Family and job satisfaction was not related to enrichment. An individual’s domain satisfaction is highly predicted by dispositional affect than the level of conflict and enrichment. The trait levels of negative affect and positive affect largely determines the individual’s perceptions of conflict and enrichment. Thus an individual high in positive affect experiences greater enrichment. The linkage between work family conflict/enrichment and satisfaction outcomes becomes non-related when influenced by dispositional affect and examined as a structural model.

Stoddard and Madsen (2007) focused on the influence of work-family enrichment and health. The article supports the validity of Carson et al’s (2006) 18 item scale developed on work-family enrichment. The sample used in the study was 116 where Pearson’s correlation statistical test was done to analyze the relationship between enrichment from both the work-to-family and family-to-work directions, health and demographics Overall health and mental-emotional health are strongly correlated to enrichment in the family to work direction suggesting that family participation supports the mental-
emotional and overall health of an individual. Employees who have lower levels of work-family enrichment also have lower perceptions of mental and physical health.

Ma et al (2008) explored informal organisational work-family support on work to family conflict, work to family enrichment and some work related outcomes. A sample of 268 respondents was randomly selected from different organisation where hierarchical multiple regression and structural equation modeling technique was used. A hypothesised mediator model was gained with the results of the hierarchical regression analysis. The mediating roles of work family capital and work-family enrichment and how they impact organisational work-family support are also discussed here. Supportive supervisions and supportive colleagues can positively predict work to family enrichment. The mediator of work family capital, time demands and career consequences have an impact on turnover intentions. Supportive supervisions and supportive colleagues impact job satisfaction indirectly through the mediator of work family enrichment, and they finally impact turnover intentions too. The perspectives about work and family lives, though they are opposite to each other, exist independently. Work family enrichment occurs when individuals directly relate with work and family lives such that there are resource gains. But work family enrichment is either related with work hours or career consequences. Competition for resources leads to work family conflict but potential and indirect mutual benefit leads to work family enrichment.

Grady and Mc Carthy (2008) point out the perception of mid career professional mothers, and the experiences they perceive in relation to their work and family roles. The sample size was only 18 professional mid career women as it would give them adequate time with each individual due to the long-interview data which was gathered during the interview. Three
categories of mothers were engaged in work namely, the woman who had climbed the ladder to the top managerial positions, women who had reached self-actualisation and the third group who had their own personal promotions. They defined work life integration or balance as a process for reconciliation of work, family and individual self demands and time.

The construct of meaningful work is used as a theoretical lens to explore the experiences of mid-career professional working women. A high-quality work role would experience stimulation, creativity and a sense of achievement and role accumulation can produce positive outcomes where both work and family roles are satisfied. Work-family enrichment was found as both work and family complemented each other. This empirical investigation about mid-career mothers found that individualised solutions which enabled mothers to merge their work and family lives, organisational changes, social attitudes and dual career phenomenon had brought about positive outcomes for them.

Rantanen (2008) suggests that personality is strongly related to work-family interface experiences, especially when work-family interface is considered from the person-oriented perspective. Because of its stable nature, personality traits would be treated as a foundation for work-family interface experiences. Personality is considered as a risk factor for both negative and positive work-family interaction. Emotional stability was related to the presence of work-family enrichment. Positive and active work-family interface was showed in terms of extraversion which related to work-family balance. Work-family enhancement acted as a buffer in relation to positive well-being i.e., self-esteem, happiness etc. Work-family enhancement was not a necessary factor for psychological well-being even when work-family conflict was absent. Gender plays an important role in mediating the effects of
work and family related factors. Personality acts as a dependent variable between work-family enhancement and psychological well being.

Washington (2006) examined the relationship between optimism and work-family enrichment and their influence on psychological well-being. 230 was the sample of their study where a general linear model multivariate analysis and Sobel’s test was done to test the hypothesis proposed. Optimism affects the likelihood of individuals experiencing work-family enrichment where the likelihood would be based on a person’s perception in any given situation. Job, family and life satisfaction were associated with work-family enrichment and work-family conflict.

Highly optimistic individuals try to cope their everyday lives by utilizing skills, perspectives and confidences which are developed in one domain to their experiences in another domain and are likely to have less stressors or experiences in one role which would negatively impact their performance in the other role. Work-family enrichment was positively associated with family satisfaction and Family-work enrichment was related with job satisfaction. Individuals with a high level of Work-family enrichment are not only satisfied with their family lives but are also satisfied with the experiences and skills gained from work which again in turn improves the quality of their lives at home.

Powell and Greehaus (2006) increased the understanding between work-family enrichment and work-family conflict in their paper and analysed the relationships between work family effect and work family capital and identified what is best at the individual level. The paper presented by Greenhaus and Powell (2006) is a starting point for the analysis. The relationship between these two could be determined depending upon the conditions related with the generation and application of the resources. To promote work family effect, a resource needs to be generated in Role A and
then applied successful to Role B along the instrument path and also along the affective path. A resource generated in Role A promotes positive affect in Role A which will then promote high performance in Role B.

Wayne et al (2006) studied the antecedents and consequences of work-family enrichment. Hierarchical multiple regressions was used for a sample of 167 respondents working in an insurance company. The degree of enrichment is influenced by both the domains i.e., an individual’s work and family identities. Work-family enrichment was related to affective commitment. Thus individuals experiencing greater work-family enrichment reported fewer intentions of leaving their organisations. The level of enrichment experienced by an individual made a difference in terms of both work and family identities. The individual’s work-family enrichment was influenced by organisational level support, feeling cared about and supported in ones work and, family environment. These lead to the behavioral outcomes in the work role due to the enrichment gained in the family or increase in the quality of life at work. Experiencing enrichment promotes greater commitment and retention.

Brummelhuis et al (2008) explained feelings of burnout among employees who combined work and family tasks. The data is taken from the Survey held by the Time Competition held in 2003 at 30 Dutch firms. An OLS models with cluster correction was tested on the data. This approach is valid from both the enrichment and conflict point of view. The enrichment approach teaches that family involvement provides energy, resources and self-esteem. The effect of family enrichment on work was limited as the burnout was higher among employees with young children and who performed more household chores. There was a direct relationship between family characteristics and burnout. Thus family characteristics have a direct effect on the feeling of work-related burnout, but not work characteristics.
Carlson et al (2006) developed an 18 item multi-dimensional measure of work family enrichment. Structural equation modeling was applied to the 18 items to assess their performance. The measure consists of three dimensions - development, affect and capital from both work and family directions. The true essence of enrichment was captured by incorporating the transfer of resource gains into the other domain. The positive spillover from both the direction would be measured. The concept of resource gain and functionality in each item can be evaluated to fully capture the complexity of the enrichment construct.

The personality variables namely, self-worth and self-esteem are mechanisms of work to family but not family to work enrichment. Thus through work and family, individuals are provided with somewhat distinct resources which could be used to improve role performance and quality of life in other domains. The relationship of enrichment with other variables was also assessed to check whether the dimensions of enrichment were related to antecedents and consequences in the proposed manner.

Rothbard (2001) developed a model of engagement in the multiple roles of work and family. The sample of the study is 780 employees where structural equations modeling were used to test multiple relationships. Whether a person experiences enrichment or depletion is determined both by gender and the direction of relationship i.e., work to family or family to work. For both men and women, enrichment occurs but in opposite role domains. Cultural norms play an important role between the asymmetries of work and family. Emotions highlighted as a central role between engagement in work and family. Emotions affected the two components of engagement – attention and absorption differently but they were correlated positively, yet in a distinct way. An emotion based process contributes to both work family and role
engagement by which engagement in one role relates to engagement in another role.

Ruderman et al (2002) investigated the relationship between multiple life roles by role accumulation theory. The findings of the study created an important link between psychological and effectiveness outcomes. The findings supported the role accumulation perspective. A series of hierarchical regression analysis was performed to assess the relationships of multiple life role commitment to psychological well-being and leadership skills. Multiple roles can be enriching rather than depleting and they drive the role accumulation perspectives. Women’s commitment to multiple roles may contribute to work effectiveness as it is being supported by role accumulation and enrichment theory. Enhanced leadership skills in the eyes of looser, peers and subordinates would be positively correlated to multiple roles. Positive emotions generated by the multiple roles also mediate the relationship between commitment to roles outside of work and even increased effectiveness at work.

Weer (2010) et al suggested the presence of both enrichment and conflict processes in commitment to non work roles which was positively related to job performance. The emotional energy demands through the negative part was stronger through the resource acquisition of the positive path. This is the first study to do an empirical examination between the accumulation of resource in one role and the performance in other role. A sample of 182 pairs of legal secretaries and their managers were considered from law firm where AMOS 6.0 was tested to examine the fit of the model developed. Highly committed individuals in non work roles experience strong emotional energy which leads to a negative effect on job performance. Empirically the relationship between the accumulation of resources acquired
in one role and the performance in another role is examined. A number of intermediate linkages raise interesting issues regarding work and family life.

Guitián (2009) presented work family relationships by reviewing the foundations and principles of Catholic social teaching. He argued that business responsibility with employees’ family should be considered as a part of corporate social responsibility. He believed that the application of the principles of propositions can lead to a mutual enrichment of both business and family. Sustainability and conciliating work and family are incomplete if a firm, not family is responsible. He concludes that the challenge is for both the managers as well as employees to find ways of achieving a synergic alliance between work and family.

Carlson et al. (2008) draw better understanding of enrichments and identify how they impact key organisational outcomes. Data were collected from the wholesale service organisation from full time employees and LISREL was tested on the data. No direct positive impact was found on the supervisors rating of enrichment from family to work enrichment. However the supervisor’s performance ratings depended on the appraisal of enrichment. Thus it positively impacted the evaluation of performance of the supervisor. It also depended on the degree to which the supervisor believed that the subordinate was enriched by family activities. But job dedication was negatively related to family work enrichment as family work enrichment contributes only to interpersonal facilitation in higher levels of work involvement. Thus the need for a positive spillover from family to work is necessary in such a way that the supervisor recognizes the subordinate’s positive transfer. The combination of the family to work relationships affects the performance ratings it not increases family to work issues but also the career score of an employee.
Chen et al (2009) based their study on a survey performed on 528 management employees. The authors concluded that individuals experienced less time-based and strain-based conflict when their preferences for work to family segmentation were met at work. Also they will generate additional resources which they will apply to improve their performance in the family domain. Employees perform best in the family domain when they are supplied with their desired degree of interruptions from the work domain. This leads to less time-related resource drain. Employees who are supplied with a work environment that helps them to plan a strategy for coping with strain will not carry work strain into their family domain and also cope effectively with the strain. In summary it can be said that individuals’ experiences of positive and negative work-to-family interdependencies mainly depend on the segmentation supplies provided by the organisation rather than their own segmentation preferences. Moreover, segmentation preferences and supplies compete with each other.

Baral and Bhargava (2008) collected data from 245 full-time Indian managers working in four organisations including manufacturing and Information Technology and concluded that positive self-evaluation leads to positive assessment of the circumstances in the family domain. Such People have greater control over their family-related demands and resources. They also effectively utilize the resources in the family domain and hence have better coping and performance in the work domain. Positive association was seen between supervisor support and WFE. FWE and family satisfaction is a reflection of the belief of Indians who presume that their family significantly contributes to their work performance. People in India unlike the Western countries get support from their family and can afford to have paid services. So people with sufficient family responsibilities irrespective of their gender and marital status participate in full-time employment and experience same level of WFE.
The various measures selected in this study were Work-to-family Enrichment and Family-to-work Enrichment, Core Self-evaluations, Family Support, Supervisor Support, Job Characteristics, Family Satisfaction, Job Satisfaction, Family Satisfaction, Job Satisfaction, Organisational Commitment and Organisational Citizenship Behavior. Job characteristics had seven dimensions namely autonomy, skill variety, task identity, task significance, feedback from job, feedback from others, and dealing with others.

Gareis et al (2009) assessed work-to-family and family-to-work conflict and enrichment based on a survey conducted on 2031 volunteers with four four-item scales namely, mental or emotional health; satisfaction with their life overall, work situation, physical health, relationship with spouse or partner, and relationship with children; affect balance (frequency of six types of positive affect and six types of negative affect) over the past month and; Partner relationship quality (six support items and six strain items).

The authors concluded that enrichment contributes incremental explanatory power over work-family conflict alone and it is the key variable conditioning the strength of the links between work-family conflict and several important socio-emotional well-being indicators. When family to-work conflict is severe leading to mental disorders, family-to-work resources may be helpful. But it cannot overcome the outcome of the conflict. Work-to-family enrichment is significantly related to poor quality of partner relationship. Poor relationships with family members are also a source of family-to-work conflict and do not favor family-to-work enrichment. Work-to-family conflict and absence of work-to-family enrichment can disrupt family relationships. Work and family experiences are not mutually interdependent.
Work to-family conflict and work-to-family enrichment are independently linked to outcomes. Family-to-work enrichment buffers the negative outcomes ordinarily linked to family to-work conflict. Work-to-family conflict and family-to work enrichment are salient for well-being of the individual.

2.4 WORK LIFE BALANCE

Gregory and Milner (2009) poses the question whether work life balance is a matter of choice in organisations or not and looks into the ways in which men and women handle the relationship between work and home life especially caring responsibilities at home. There is an exploration between the formal policies and the impact on men and women’s ability in choosing career paths. A sample of 60 managers was interviewed. It highlighted that the organisation lacked work-life balance policies. Flexibility option is gender biased as women more than men prefer to work part time even if there is a reduction in their earnings. A reduction in the work-family conflict was observed as they reduced working hours. They concluded that it gives a wider debate over the role structure and an individual’s choice of choosing work life balance policies. It depends upon the organisational culture prevailing, nation, gender, culture and the labour market.

Bacik and Drew (2006) reports the conclusions reached based on a survey conducted on 788 Irish lawyers. He observed that gender difference is found to be evident in the ability to achieve work life balance. The presence of children can lead to marked gender difference. The work life balance options and the demand for taking it up depended and vary according to gender. Women experienced adverse impact on their careers when they used flexible working arrangements. It affected them in the form of loss of
promotional opportunity, loss of clients and negative perceptions by the colleagues.

Fereday et al (2008) based on the interview conducted by them on 17 midwives; suggest sustainable options for midwives to manage flexible hours and on-call work. Achieving balance was a constant juggle due to the on-call element of their work. They have to provide personalised midwifery care for women throughout pregnancy, birth and early post natural period. At the same time they have to maximize time with their family, enjoy social activities and get sufficient and contributed rest. Setting boundaries was important for midwives to reduce burnout. The study also points out the importance of working with in an industrial agreement which will assist them to balance work and leisure time.

Chiang et al (2009) address employees’ job stress by the impact of work related stressors and organisational support. Data for this study was collected from food service employees (n = 255) in the hotel and catering industry. A work-life balance practice was the only variable that was inconsistent. A significant three way interaction effect was found between job control and work life balance practices, even though job control and work life balance practices did not have a buffering effect. Work life balance practices strengthened the buffering effect of job control, thus stronger the job control higher would be the work-life balance practices. When the work life balance practices are perceived to be high, increasing employee job control would appear to reduce stress. But when the work life balance practices are low, job control may not have a buffering impact. The level of job control and work life balance practices is influenced by job demands and stress. The intrinsic value of the job is increased with the level of job control and support of work-life balance.
Wong and Ko (2009) explore hotel employees’ views on work life balance issues. The study was based on random sampling collected from two hundred and thirty hotel managers. Seven factors which were identified by them as important are, enough time-off from work, workplace support, allegiance to work, flexibility on work schedule, life orientation, and voluntary reduction of contracted hours to cater for personal needs and upkeep of work and career. A compressed work week that transforms a 6 days’ work week pattern to 5 days has been found successful. It is also suggested that implementing simple suggestions/recommendations first may be useful. Hotels have to consider the employees’ issues if they want to enhance their reputation as a caring employer and set a good example for the hospitality industry. They should listen to employees and appreciate their differences and needs.

Hyman and Summers (2007) discover that employees in the financial services sector can influence work-life balance issues effectively. This study is based on on-site semi-structured interviews with employees, HR and line managers and trade union representatives in four case studies as well as survey responses from a total of 17 institutions in the financial services sector in Scotland. They observed that smaller organisations lack collective means of expression. Family-friendly policies were more widespread and embedded in organisations that recognised unions. Quality of initiatives to employees was also higher in such places than in companies with staff associations. In small companies without formal unions there were several initiatives, but they were informal and were subject to individual discretion of managers. Time management is an essential workplace process. Employees with domestic responsibilities needed a measure of control to combat demands from home and work. The prime reasons for the management to introduce these policies were business concern, including requirement and retention of scarce labor. Meeting the requirement of law was the least of the
compelling factors. Lack of training and degree of ignorance of the line managers had a negative bearing on successful implementation of such policies.

Marcinkus et al (2007) based on their survey of 1,089 women between the ages of 35 and 50 across three organisations (two in health care and one in financial Services) followed by interview of 72 of them discovered that women received more social support than work based support. Both the supports were positively associated with job satisfaction, organisational commitment and career accomplishment. A spillover from support outside the workplace to the work related outcomes of job satisfaction is indicated. Mid-life women can benefit more from this support. They can also accept support from spouses, organisations, co-workers, family and friends. The study was focused only towards Caucasian women and the conclusions for other ethnic groups may vary. It is also observed that better work conditions and relationships affect work. Organisations should offer supportive policies, create networks and train managers and other employees to identify and implement procedures that can support midlife women who are trying to balance work and family.

Keeton et al (2007) discuss physician’s career satisfaction, their work-life balance and burnout based on feedback from 935 doctors. They are highly satisfied with their careers and moderately satisfied with work life balance and emotional resilience. Personal accomplishment was an important factor in physician career satisfaction. Problems with work life balance are much less predictive of career satisfaction than sense of personal accomplishment and levels of emotional resilience. Also physicians may struggle with work-life balance yet remain highly satisfied with their careers. Female physicians reported more career satisfaction and fewer total weekly hours worked. Number of children at home had the same level of impact on
both male and female physicians. Women purposely worked fewer hours than men to achieve balance between work and home life. Obstetrician–gynecologists reported more personal accomplishment and work–life balance than general surgeons. The study found control over work and hours worked predicts career satisfaction and burnout.

Shaffer et al (2001) observed based on data collected from 324 expatriates in 46 countries that organisation support and interaction between family and work domains have direct influence on their intentions to quit their job. The stronger work family overlap experienced by them provides more opportunities for demands in one domain to infringe on behavioral resources allocated to the other. The authors also found that when the source of conflict and commitment were from the same domain, withdrawal was stronger in middle and upper levels of commitment. They studied the relationships between work interfering with family and family interfering with work and assignment. The withdrawal feelings are amplified when the expatriate is committed more towards the organisation or family. The belief that the firm cares their well being and the organisation may spend resources to support them makes them feel satisfied and faithful to their firm and decrease their assignment withdrawal syndromes.

Johnson et al (2008) observed from their study on 142 experienced professionals that subordinate gender and alternate work arrangements were related to supervisor’s perception of subordinate’s career success. Performance evaluating judgments and cultural support are not uniform. A part time work arrangement was viewed as less responsible than a flexi time arrangement. A reduction in working hours to accommodate other personal responsibilities is viewed more negatively than flexible arrangement with no reduction in working hours. Male subordinates are rated lower when they prefer flexible working hours when compared to female subordinates.
Alternate work place arrangements have not been fully integrated into such large public accounting firms.

Clark (2001) examined flexibility in working hours, flexibility of work, and supportive supervision using data collected from 179 individuals in a variety of family situations and workplaces and concluded that flexibility of work itself was associated with increased work satisfaction and increased family well being. All measures were in Likert-form, and on a scale from one to five. Flexibility of work time was not associated with any work or personal outcome and supportive supervision was associated with increased employee citizenship. None of the work culture variables affected the home activity satisfaction or amount of role conflict of the respondent. When an employee has many dependents or a dual-career situation and is having difficulty balancing the work and home then they generally take the support from the supervisor. So family-friendly work cultures do not benefit one group as against another in terms of work-family out comes.

Greenhaus et al (2003) examined the time balance, involvement balance and satisfaction balance of 353 accountants who were married or who had at least one child and concluded that those who spent more time with family than work experienced higher quality of life than those who spent more time on work than family. Those who balanced both work and family fell in the middle. Similar observation was made for involvement and satisfaction. The study also confirmed the negative effect due to heightened levels of work to family conflict and stress. Individuals who spent more time and involvement in family than work experienced the least work-to-family conflict. Those who were more involved in work than family experienced the highest level of work-to-family conflict and stress.

Casper et al (2007) found based on an online survey of 543 employed subjects that singles perceive less equal treatment with respect
to non work support than employees with families. Single workers experience family friendly backlash. Managers and professionals with high income also felt that organisations are less singles friendly. Sponsoring social function which includes both the groups would facilitate attachment of all workers to the organisation. The authors also suggest that when workers are penalised for using work family policies, more equity between these two groups is perceived. Child free singles do not have traditional families to provide compensation from out of work activities, so they generally look to work for satisfaction.

Moore (2006) proposes that a positive relation between self and place is essential to well being. The study was carried out amongst 123 home-workers and 371 working women. The author concludes that working from home generally does not increase quality of life. It has both positive and negative effect, varying by the type of work and expectations. Working from home meant they could carry their home tasks and also lead a healthier lifestyle. Gender plays an important effect on home working. Home working could be stressful, if young children have to be managed. This approach can lead to greater flexibility and independence, but it can make people work for longer periods of time, including weekends and evenings. Home environment also plays a very important role in the quality of life.

Stoner et al (2005) based on their interviews with ten women and ten men (experienced managerial couples) observed that they recognize imbalance and move towards better balance. The subjects realised that balance was temporal and constantly shifting and those choosing to grow in certain areas of life may experience an imbalance. The managers felt that one should be sensitive to five personal cues such as inner emotional stress and tension, heightened anxiety and moodiness, overly occupied with certain tasks, angered more easily and personal physiological symptoms. Attention to
these cues helps them to regain the balance. The authors identify three balancing process namely stepping away, prioritizing and redirecting one's energy and focus, which could be the solution to the problem. They suggest sharing the load and open communication at home could contribute to healthy family relationship.

Burke (2002) from 591 responses received from working MBA graduates from one single University in Canada observed that both women and men prefer working in organisations that support work life balance. Men appeared to benefit more than women. They worked fewer hours and extra hours, less job stress, greater job, and career and life satisfaction. Organisational values that support balance between work and personal life led to important work and personal consequences. Managerial and professional women reported higher satisfaction, little intention to leave the job and were emotionally happy. One of the major barriers standing in the way of work place changes is the tendency to view work and family (personal life) as two entities at logger heads with each other. So work-family concepts are introduced by the organisations grudgingly and hence are not a success. Having a family is seen as a liability for career growth by women.

Walker et al (2008) from their study on 628 Home-based businesses surveyed in Western Australia concluded that business has the ability to balance work and family and is also flexible. Although these advantages appear to be more attractive to women than men, both the genders seem to favour home based business. The significant factor seems to be the dependents in the family. Having dependents meant that they had to balance family and work. Majority of all respondents had modest growth aspirations. Women worked fewer hours than men in home based businesses. Many businesses owned and run by women reported lower earnings and sales volumes when compared to male-operated businesses, not because of their
inability but because of the constraints which made them to take up such businesses. This approach is not a viable solution for all women since some may seek for high financial rewards and career aspirations.

Kanwar et al (2009) examined the effect of work on life, burnout and job satisfaction of employees working in information technology and IT enabled service industries using convenience sampling from six different organisations consisting of 613 respondents. They observed that work life balance and job satisfaction were positively related to each other. But exhaustion, demotivation and meaninglessness were negatively correlated with job satisfaction. Significant contribution to job satisfaction came from work life balance. The correlation was stronger in ITES than in IT industries. Job satisfaction was higher in male than in female respondents. IT industry has lower work life balance and job satisfaction than ITES. Meaninglessness, exhaustion and de-motivation were higher in the IT group compared to the ITES group. Men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand women stress that work and family are both equally important and both are the source of their satisfaction. For them the former is more important. When work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the other.

Higgins et al (1994) observed using a sample of 3,616 respondents that men’s family behavior is changing. More husbands of employed wives are taking care of the children when compared to husbands in late 1970’s. But, still women spend 50% more time than men in taking care of home chores. The higher level spent by men is probably due to changes in the value systems and increased pressure from wives requesting them to contribute more. Balancing work and family is more difficult to women than to men.
Mothers are judged by society on their ability to provide a good family environment but simultaneously their employer’s judge them based on their ability to do good work. So it appears that work family conflict will continue until men take more responsibility at home. A number of support services are targeting parents of preschoolers. But these authors suggest that support and family benefits should be extended to parents having children under the age of 13. Career progression of many professional women is stalled because they plan to have their children much later in their life at the time when their career is reaching a peak. So it is suggested that women should have children early in life and then focus on their career later.

Lambert et al (2006) conclude based on their survey obtained from 95 biotechnology companies located in Southern California that, as the demands of work and family increase, role conflict increases and life satisfaction decreases. Higher levels of job satisfaction help to decrease work family conflict. Work family conflict can erode the functioning of family life satisfaction. Focusing on enhancing communication and support between supervisors and employees can aid work life balance. Developing training programs to help workers to achieve better balance between work and home activities and developing organisational culture that encourages and rewards work family balance need to be implemented.

Lewis et al (2000) report the study conducted by them on 95 lone parents employed in a biotechnology company. Employees experiencing greater work family conflict were generally not satisfied in their lives. Majority of the lone parents expect paid time off when their children are sick. Employers grant permission to take leave at short notice, but they do not pay for the time. Very few work places offer help with child care. The main reason for not implementing family friendly practices are costs, lack of understanding of the benefits and difficulties faced during the employee’s
absence. Many barriers that were seen for not implementing these practices are absence of perceived need, resistance from senior managers and operational barrier. Other areas identified that merit attention were that lone parents could be provided financial support, in-work support and training programs to assist workers in achieving better work and home balance.

Aryee et al (2005) examined antecedents and outcomes of work family balance in terms of direction of influence namely whether it is work to family or family to work and type of effect namely conflict or facilitation from full time employed parents in India. They observed that work family facilitation was positively related to job satisfaction and affective organisational commitment. Job involvement is positively related, and family involvement is negatively related, to work–family facilitation. They also observed that in addition to family-friendly initiatives, organisations should make the jobs intrinsically motivating. The data was collected from 267 parents working full time in eight organisations located in five major cities in India. Involvement in a job is a source of motivation and hence individuals invest their time and effort. This further leads to better performance in work and positive feelings. This spills over into the family domain, enhancing it and strengthening up work family facilitation. In Indian society family role takes precedence over work role, forcing the individuals to limit the later, thereby enhancing work family facilitation.

Drew and Muetagh (2005) examine the work life balance issues of 162 both male and female senior managers employed in Irish organisations based on an on line survey. They believe that working from home, reduced working hours and flexi time are incompatible with holding senior positions. They feel that they are not able to control their time and work flow and the current practices have a negative impact on their life. Men seek work life balance to resolve commuting and working time issues while women demand
for balance to address family issues. Both the groups believe that their career will be affected if they take up work life balance arrangements such as unpaid extended maternity or parental leave, working from home or reduced working hours. These findings reiterate those from international studies.

Hyman et al (2003) discuss work life balance issues in two growing services, namely software industry and call center in UK. They observe based on feedback from 1131 questionnaires that work intrudes into areas of employee’s lives, leading to unpaid overtime stress and exhaustion. This is due to organisational pressures and lack of work centrality. Demographic differences were also observed between these two industries in the form of more females in call centers and more male in software industries, and younger work force in call centers. Call center managers carried work while other employees down the line did not have such work spill over. Software workers took work home and thought about work related problems even at home. Complex working patterns faced by call center employees led to ill health, stress and fatigue. Simple temporal start and finish times do not provide significant frame work for prescribing work life balance.

Software managers accommodate paid time and flexible work practices because they do not want to lose valuable and trained employees. Whereas, call center employees did not face these constraints and so they had to face more work family pressures. Both these sectors are growing rapidly leading to continuous restructurings. The study also observes that there is little evidence that UK’s long working hour is diminishing. The production demands and the interpretation of these demands by the managers are governing the boundaries of work and life. Although software work can vary from routine to ‘cutting edge’ it is conducted in a non bureaucratic environment with minimum supervision. This leads to higher commitment and flexibility. Both the groups report high levels of fatigue and exhaustion.
Aziz and Cunningham (2008) studied 199 full-time white collar Caucasians working in a wide range of organisations in South Eastern USA through a survey and concluded that work stress is observed irrespective of gender. Gender did not moderate workaholism, stress and work life balance. So the once traditional roles of men and women do not reflect in today’s workforce. The bread winner role of man is changing to role sharing at home. The relation between work holism with work stress and work-life imbalance was not moderated by gender. This indicated that men and women were equally workaholic. Intervention programs should focus on decreasing workaholism in men and women and also provide child care facility, flexible work time and telecommuting. Supervisors could reprioritize work objectives and modify work schedules to reduce workaholic behaviour of their employees.

Clark (2000) introduces the concept of work/family border theory which states that people daily cross the border between domains of work and family. Work and family generally differ in aim and culture. Physical, psychological and temporal borders are created by individuals. These borders are permeable. Negative emotions, attitudes and spillover happen from work to home life. Seeds of creativity are also transferred from one domain to another. Permeability and flexibility leads to blending of borders. Organisations can alter borders to increase work family balance. When domains are similar weak borders can help the balance whereas if domains are different, strong borders will help the balance. If it is not possible for an organisation to change their culture (to initiate the home culture) then borders should be strong in both directions so that employee can maintain the balance. Supervisors (border keepers) are important to maintain balance. So they need to be trained. Communication and central participation can be used by individuals to attain better work family balance. Central participation includes developing relationships with others, becoming experts in their
responsibilities at work and at home and making work and home more integral parts of their identity. This central participation leads to increased influence over domain goals and borders.

Suganthi et al (2010) studied work life balance of IT women professionals in India and a questionnaire was constructed to determine the turnover of women in the IT sector. 100 questionnaire were dispersed among working women in the age group of 20-35. A factor analysis was done on 22 parameters identified and the factor loadings under two components were analysed. The findings indicated that psychological, cognitive and organisational factors are the causes for work life imbalance of women working in IT sector. External pressures and team orientation were the factors that caused work life imbalance among the male respondents whereas responsibility, accountability and security factors among the women respondents.

Parker (2007) conducted a study with 543 SUNY New Paltz alumni representing three generations the author concluded that Baby Boomers reported less usage of work life balance programs than Millennials and Gen X’ers and women reported more usage of work life balance programs than men, regardless of the generation. The study showed that there is a relationship between engaging in individual initiative behaviors and a perception of work life imbalance. Baby Boomers engaged in those behaviors more than Millennials. This could be possibly due to the fact that younger generation is less willing to making personal sacrifices for their career. The survey included four scales. The first one was Work Interference with Personal Life scale developed by McAuley et al (2003) with 7 items using a 5 point Likert scale. The second scale developed by Bolino and Turnley (2005) containing 15 items measured how often the participants engaged in individual initiative behaviors. The third scale measured the participants’
usage of work life programs and their view of the risks inherent in each program. Differences in both behaviors and perceptions of these three groups give evidence for generational differences in attitudes about work life balance.

Nath and Patra (2010) indicated that the employees felt that work schedule did not interfere with personal and regular family schedule, while in office the family responsibilities of the person did not interfere with regular work, the employee enjoyed all the benefits from the policies and practices of WLB given in the organisation, the culture and working condition of the organisation was appreciated, female participation in the corporate world was worthy, and organisation took care of the health and other interests of the employees. The study was based on data collected from 34 employees in India with various age groups, all income types and from different departments.

Parris et al (2008) report their findings based on their study of middle managers’ daily organisational experiences on their lives, both in and beyond the workplace. The knowledge of both the existence and value of these initiatives is not sufficient but they have to create balance between their work and their personal life. Also, organisations must not only increase individuals’ awareness of the benefits of balance between work and the rest of life; but also make the employees practice them. Middle managers must practice themselves, in addition to ensuring their own staff are utilising them. Middle managers are caught in the middle of two groups. Downsizing and restructuring of organisations always affect these groups more than other groups. Senior managers must provide support to these middle managers’ to create work-life balance.

The study was conducted in two parts. In the first stage data was generated from fifteen middle managers by written correspondence. The second stage involved semi-structured in-depth interviews, of six middle
managers. The concerns voiced by them are intrusion of paid work into non-work time due to new technology, volume of work they were required to do was many a times impossible to accommodate within their working day and expectations of personal flexibility.

Hayman (2005) evaluated a 15 item scale for assessing the construct of work life balance with data obtained from 61 human resource administrators from a university in Western Australia. The three dimensions of work life balance namely, work interference with personal life, personal life interference with work, work/personal life enhancement was tested. The instrument was found to have acceptable validity and reliability. The instrument can be used by the managers for determining work life balance perceptions among employees.

Rethinam and Ismail (2008) discusses the constructs of Quality of Work Life of information technology professionals in Malaysia namely, health and well-being, job security, job satisfaction, competency development, work and non-work life balance. Reducing the level of spillover will reduce the perceived and psychological stresses and assist to maintain balance between the two environments. When Personnel and family responsibilities are neglected in the process of securing an economic prospect; this deteriorates the interaction of family life with quality of work life.

Beauregard and Henry (2009) link the work family balance practices with organisational performance. They believe these practices would enhance recruitment and retention and reduce work life conflict among employees. The author revels of employee work life conflict. Presence of supportive managers and organisational climates may be more important in decreasing conflict. Fear of harming their career prospects discourages an employee from using the work-life practices offered in a company. This nullifies some of the intended beneficial effects which the organisation offers.
Making practices available to employees appear to give organisations a competitive advantage in terms of requirement. Productivity of the employee may be enhanced as a result of workers giving their best to retain the benefits offered by the organisation.

Kelly et al (2008) discuss the effects of work family initiatives on work family conflict and business outcomes. In their review paper they address work family initiatives to reduce employees work family conflict and/or improve work family enrichment. They observed that reduced work family conflict improved employee’s performance. They find that work family conflict is related to job satisfaction, organisational commitment, job turnover, absenteeism and torridness. They have also observed that firms view work family policies as similar to health insurance, which can be used to attract a specific type of worker for whom family friendly policies are valuable. Work family conflict has generally been studied by several researchers. It has two broad dimensions namely; work interfering with family and family interfering with work. The business outcomes due to work family conflict or initiatives include productivity and financial measures, absenteeism, employee behavior healthcare costs and turnover rates.

Todd (2004) surveyed the data on work life balance issues from developed countries and concludes that it is a growing issue leading to dissatisfaction, stress and health problems. Many workers had expressed that they would prefer reduced and flexible working hours. Countries such as UK, New Zealand and Australia have endorsed work life balance as an explicit policy goal. They promote it through publications, campaigns and awards. UK government has a legislation which gives parents the flexibility to request for flexible working arrangements. Denmark and Sweden have paid parental leave schemes and allow prolonged part time work arrangements. The study shows that there is no single solution for all work life balance issues and a
variety of approaches are needed to solve them. US generally leave the individual employers to address work life balance issues and implement solutions.

Kinman and Dowall (2009) examined the need for developing work life balance policies during global recession and have explored work-life balance issues in different occupational contexts. Cultural assumptions, practices and individual differences such as job involvement, over-commitment and preference for work/life integration influence work balance issues in different occupational context. Gender, Age role and seniority also play an important role in initiating work life balance needs. Context specificity and diversity in approaches should be given importance to develop work life balance in different sectors of the economy. An individual himself is also responsible in finding balance between work pressures and family life. Employee well-being and organisational functioning is likely to improve if the employee maintains a fair balance between their work and non work lives with a supportive working environment.

Eikhof et al (2007) argue that containing work rather than reforming it will serve no purpose, since work itself is a potential source of life satisfaction. They believe that work life balance discussions should be more holistic and containing work rather than reforming it will serve no purpose. It is essential to be aware of care commitments (especially those of women) and overcome this understanding of life and limits it imposes. They feel that long working hours are not the sole reason for the pressure. It may be due to changed aspirations of life styles and consumptions or gendered domestic labor arrangements. These issues need to be addressed. They question whether work and life are two separate spheres, rather than two mutual ones. The pressures of time arise due to changes in aspirations of
lifestyles and consumption and gendered domestic labour arrangements that has been the ancient practice.

Doherty (2004) based on interviews explores the main barriers to women’s progression and highlights the long hours that the managers in hospitality industry in UK have to put up. Women make up 67 per cent of the total hospitality workforce in the country and two thirds of them work part-time. The initiatives will give positive benefits to women when the labor market is tight. Equal opportunity approach could be problematic since, it draws attention to differences between men and women and hence the need for special treatment. The author suggests that more work needs to be done with male managers in order to humanize the work place for both the genders. Such initiatives have not tackled long hours put in by senior managers, which is important for women who grow up to senior levels. Senior women have limited access to flexible hours. The male model of a career based on commitment in the form of long hours still persists, so women hesitate to make use of these benefits.

Hyman and Summers (2004) observed seven major problems associated with U.K. practices over work-life balance. The study was based on written data collected from 1131 questionnaires; recorded interviews with managers and staff at work, supplemented by a sample of home interviews and several informal interviews. There is unevenness in the adoption of these practices across different sectors and organisations. There is a lack of formalisation of policies at organisational levels. Untrained line managers seem to modify these policies with their own beliefs. Employees seem to have very limited voice in the introduction of these policies. In many organisations policies are introduced to help the business rather than to help the employees. Reduction in working hours is not seen. Intrusion of work into domestic life is observed. Women still primarily take care of domestic tasks, irrespective of
their employment status. So many women employees continue to face difficulties in balancing these two forces. They conclude that employers are likely to introduce changes if they can anticipate benefit or due to new legislations.

Moore (2007) based on two-year-long ethnographic study, in-depth interviews, participant-observation and archival research, observed that the work life balance initiatives in MNC’s focus on managers and hence they display greater loyalty to the company. But the workers are able to achieve better work-life balance as a factor of other aspects of the company’s relationships to its workers and community. Organisations should work in developing its connections to internal and external stake holders. The best tactics an organisation should adopt is to focus on long term programme involving the local community rather than on short term policies to retain specific employee.

Hansen (1991) observed based on available literature that increase in female labour force and single parenthood had led to pressures in balancing work and family responsibilities. Increase in single parenthood has come about because of increase in non marital fertility and higher levels of divorce. The 1988 data suggests that 20% of all family is managed by single parent. The most important conflict for them is economics. The major problems that employed members face are childcare, elder care, work timing, relocation, job autonomy, job demands, supervisory relationships and supportive organisational culture. U.S. employers are lagging behind when compared to those in other countries in introducing best practices related to work life balance.

Asforth et al (2000) argues that there is a challenge in transitioning from one role to another in both integrated and segmented roles model. Roles that are very different from one another, requires specific times, they are
inflexible and do not permit cross role interruptions and are called segmented roles. In highly segmented roles crossovers are not possible and they are mutually exclusive. Role integration is characterised by roles that are weakly differentiated and has diffuse boundaries. An individual should have an optimal segmented and integrated work environment. Highly flexible and porous boundaries and overlapping role identities fosters confusion and anxiety. Segmentation can be deliberately fostered to stop this issue. An organisation will benefit if they can accommodate an employee’s preference. Organisational practices that symbolize respect for the employee’s life outside the work are considered to have positive effect on performance.

Roberts (2007) concludes from his literature study that various occupations face different work life balance issues and reduction in working hours may not be the satisfactory solution to these problems. Although working time declined the present day managers feel time pressures and professionals become more effective if they spend more time reading and networking. Work intensification, job insecurity, odd hours working, and enhanced information and communication technologies have aggravated these problems. In the present century the focus should be on flexibility at all levels. Each employee should have different coping strategies.

Grzywacz and Carlson (2007) define work family balance as accomplishment of role related expectations that are negotiated and shared between an individual with his partner in the work and family domains. Previous definition of family balance combined both accomplishments and satisfaction in work and family. The authors also suggest that the work family balance should be shifted from psychological (individual’s problem) to social construct. The authors warn that practitioners should be careful while making claims of what these balances would yield. The balance helps in the general
well being of the employee but there is no direct link to morbidity. Never the
less, employees’ well being will add value to the organisation.

Humphreys et al (2000) in their research study concluded that there
was a growing recognition in European Union for the need for flexible
working arrangements. It is recognised that family friendly policies is the first
step in creating balanced and mature people. Resistances to such changes are
inevitable and these could be overcome through constructive dialogues. There
is a knowledge gap relating potential benefits with family friendly policies.
Such policies have become more necessary because of frightened labour
market and increased emphasis on human resources as the key competitive
elements that differentiates organisations. They can also help in retaining
employees and attract prospective employees to public sector companies.
Organisations should experiment with more innovative approaches in addition
to job sharing and flexi time. Introducing such concepts in manufacturing and
in medium sized companies becomes difficult.

Lobel (1991) describe two theories namely utilisation approach and
social identity approach. The first theory states that an individual’s investment
in the role increases as the net rewards increases and the relative level of net
career rewards and net family rewards will determine an individual’s
investment in the former or later role. Work family conflict will increase as
the equality of career and family rewards increase. Whereas the work family
balance will increase as an individual’s role investment becomes more
unequal corresponding to unequal rewards.

Social identity approach indicates that investment in a role
increases as the person’s identification with the role increases. The
correspondence between a person’s identification with a role and his/her
investment in the role will not increase by perceived rewards (or vice versa).
Work family conflict will increase as the overlap in underlying values
associated with each role decreases, whereas the balance will increase, as the values in each identity become more dissimilar. If gender is a moderator, the effect of social identity may be suppressed for men and the effect of net role rewards may be suppressed for women. The utilisation model determines the short term behavioral choices, whereas the social identity model determines long term general tendencies.

Near et al (1980) in their review discuss two issues namely, association between working conditions and behaviors and attitudes of the workers towards life away from work and association between living conditions and behaviors and attitudes towards work. They observed a moderate correlation between these two pairs of variables. Three major research areas have been identified pertaining to these behavioral patterns namely, correlation between life satisfaction and characteristics of work place, importance of work to workers and relationship between work place structure and participation in social roles outside the work place.

The authors have observed that there is a very strong correlation between work place structure and social roles outside work place, although the direction of the causality is not clear. The authors have concluded that the above mentioned relationship (direct path) is stronger than the two relationships (indirect path) between work structure and work behavior and behaviour outside work and behaviour at work. Extra work relationships including demographic and community characteristics, state of health and participation in network activities seem to have an effect on attitudes to work. Family factors and demographic variables are able to explain the variance observed in behaviors at work and absenteeism.

McDonald et al (2007) by analysis of papers published in the area of work life balance observed that this area received minor interest up to the year 2000. 69% of the papers were published during the years 2004, 2005 and
2006. 7 out of 10 quantitative studies utilised samples of parent and non parent and partnered and non partnered individuals. The authors feel that single and same sex parents have not been researched so far. Data for more than 50% of the reported studies were from other developed countries. Less than 5% of the data was collected from Asia, South America or Africa.

Some flexible working practices are sought after by employees and they are referred to as employee friendly policies (Fleetwood 2007), such as flexible start, and finish times, voluntary part time, job share, compressed working week etc. Whereas, certain flexible working practices are sought after by employers which include unsocial working hours, involuntary part time, shift rotations etc. The third practice is called neutral work practices, which may be friendly for both parties. Study by Fleetwood (2007) has indicated that even through some employee-friendly practices have been introduced to enable WLB, employee-unfriendly practices that constraint WLB are still in place. The family friendly policies focused only on women with children, thereby neglecting men and women without children. The author also introduces a new terminology called, neoliberalism. A neoliberal state is one that has shifted from provision of direct state provided services to market based alternatives, thereby transferring responsibilities from state to businesses and corporations to determine public policies and set regulatory frame works.

Lewis et al (2007) mentions that WLB discourses vary from country to country. For example, in India the opening of economy in 1991 brought about global competitiveness of opportunities for economic growth, leading to increased workloads and long working hours. Hence WLB is being discussed in personal level and the concept of flexibility is just being talked about. On the other hand, USA and UK have a longer history of WLB
discourses. In UK the government is making WLB campaigns. These issues are also being discussed in other developed countries.

Mescher et al (2010) explore how employers portray themselves as supporters of WLB. The analysis was performed by collecting information from 24 websites belonging to 10 different companies. The websites contain stories and voices from employees who have taken advantage of the WLB arrangements. The companies project this information to show the support they provide for WLB. More than 50% of the messages were from women and 60% of the reason given by them was for taking care of children. Men are portrayed as taking WLB for other purposes. Many companies clearly mention the restrictions they impose on type of employees who are entitled for WLB arrangements and those who are not fixed term contract workers, part time employees, people working in certain locations are excluded. Also there are implicit references that some WLB arrangements may not be meant for everyone, but only for those who are disciplined and self motivated. By pointing out the negative consequences if one selects WLB arrangements, the industries indicate that individuals would require certain special qualities. Many companies mention that WLB arrangements are not inherent right but a favor or privilege offered by them.

Nancy (2003) stressed that work life balance has become a predominant issue in the work place because of three reasons namely, global competition, aging work force and interest shown in personal lives and family values. Modern day work has become knowledge base and so, has become intrusive, fluid, and intellectual. So it enters the non-work period, which means a knowledge worker thinks about his/her work even when he/she is in the company of the family or friends. So work life balance not only includes the physical time a person requires to do his family activities but also needs cognitive space to organize the complexities of the life. Eldercare, or care for
the elders will become an important point in work life balance, since the average age of an American is increasing which means that they have to be taken care. The face of a family has changed from married men and women with children to single-earner mother/father, children from both partners’ prior marriage etc. Work life programs can improve employee morale, minimize absenteeism, and retain expert employees, increased motivation and productivity. An organisation can bring in work life programs, improve communication between various support groups, bring in awareness, and educate the managers and supervisors about the benefits of this program.

McPherson (2006) observes that organisations that offer more work-life facilities and implement more work-life steps achieve better results. The main bottle-necks in implementing work-life balance strategies in an organisation include culture of the organisation and attitudes and resistance of supervisors and middle management. Managers appear to be the key in successfully implementing work life balance initiatives in an organisation. They can bring in the organisational culture and atmosphere. They can be made accountable for achieving work-life balance goals and objectives which are linked to core business objectives. Their pay and promotion can be linked to the success they achieve in the work-life balance area. Successful managers of flexible work arrangements focus on the work, not on the number of hours worked. Of course flexible working hours will not work if skills cannot easily be exchanged and where there are time constraints.

2.5 OTHER VARIABLES

2.5.1 Family Characteristics

Bjornberg and Nicholson (2007) report the development of multi level family climate scale designed in the context of family business. Confirmatory factor analyses were conducted among 291 participants from
various U.K institutions of higher education. The senior generations hold the position of authority. The family climate scales measures open communication, adaptability, inter-generation authority, attention to needs, emotional cohesion and cognitive cohesion. Families are open systems that regulate their internal and external interactions to achieve a healthy equilibrium. Here every action and reaction leads to a change in the entire system. In this family framework there are three themes namely, problem solving ability, interpersonal interaction and a healthy social climate and finally authority and child-rearing parental style.

Family characteristics identified open communication, adaptability, emotional cohesion and cognitive cohesion as four important variables that measures family climate. Open communication is vital for the functioning of a healthy family. The family has to manage more boundaries with the external world than just within the family (Bjornbug and Nicholson 2007). Adaptability is a measure of the receptivity of the family to the external forces. A rigid family boundary will not seek for outside help and will not involve family members in problem solving. Such families will not have fruitful dialogue, plan or accommodate change. An individual family member’s ability to face challenges also affects the other members and will put strain in the relationship.

For binding relationship within the family and with external members, emotional cohesion is necessary. Customs and values shared by all the members of the family leads to cognitive cohesion. This is related within the family and also communicated to others in the outside world. Deficiencies and short comings in emotional or cognitive cohesion can lead to destruction, conflicts or break down in the functioning and security of the family (Bjornbug and Nicholson 2007). Many strong cultures possess strong family commitment, family values and considerate feelings towards all the family
members. Very strong emotional cohesion can also have negative effect. The family may become rigid and closed to outside world. It is important to differentiate emotional and cognitive cohesion.

Olson and Goeall (2003) discuss the circumflex model of marital and family systems and the family adaptability and cohesion evaluation scales. This model defines several dimensions of family cohesion namely, emotional boundary, coalition of boundaries, time, space, friends, decision making, interests and recreation. Families with balanced cohesion strike equilibrium and moderation while being together or separate. Communication is considered the most important and critical for facilitating family unity. It helps the family to meet development and situational demands. Communication also leads to problem solving. Flexible relationship brings in democratic approach to decision making, and creates rules that are specific to age and the time at which rules are made. Unbalanced family tends to be rigid or chaotic. The former refers to too much stability and the later refers to too much flexibility. The ability to change when it is necessary or appropriate is the characteristics of a well functioning family and differentiates it from a broken family.

The authors hypothesize that family systems will change in response to crisis. Balanced families will have the resources and skills to change, shift and adapt appropriately to cope very effectively to crisis. On the other hand, unbalanced families do not posses these resources and so they find it very difficult to adapt to new situations and problems. The model also hypothesises that balanced families posses more positive communication skills than the unbalanced families. Happily married couples are balanced between cohesion and flexibility and have good communication between them. Good communication, although is a necessary condition, is not sufficient. They can help family members to bring in awareness of their needs
and performances. Family members also need to develop the necessary skills to negotiate changes.

2.5.2 Work Characteristics

Umstot (1978) et al suggested that the interactive effects of goal setting and enrichment are positive. A major effect on work satisfaction is brought out due to the presence of job enrichment but there is little effect on productivity. Effective motivational effort is brought about by most of the job enrichment variables. A conceptual model of the variables is developed for a more complex statement of job design.

Huges and Galinsky (1994) examines the relationship between the quality of marital interactions and job characteristics including enrichment provided by the job, job time demands, job pressure, flexibility and job insecurity. These five job characteristics accounted for significant proportions of variance in negative home moods and marital tension. Multiple regression analysis was conducted on a sample of 523 married full time employees. Workers who experience job pressure such as high demands for output and more supportive relationships at work have more negative home moods and more frequent marital disagreements. Also the content and process of workers’ jobs seem to have more direct influence on family relationship than structured job characteristics.

Hackman and Oldhan (Rungtusanatham and Anderson 1996) in their job characteristics model discuss three critical psychological states namely experience meaningfulness of work, experience responsibility for the outcomes of work and knowledge of the results of the work activities. The last if present, makes the worker feel good about him/her. In addition, job characteristics such as skill variety, task identity, task significance, autonomy and feedback affect the above mentioned three psychological states. The
moderators in this model are growth need strength (strong need for personal accomplishment), knowledge and skill and context satisfaction (how satisfied people are with aspects of their work).

Walsh et al (1980) in their study challenges the belief that autonomy and variety are the most important determinants of job satisfaction. LISREL an interactive path analysis procedure was done to test the data with the model. The total sample in this study was 957 employees. Role clarity appeared to be a necessary precondition for perceived challenge and it varied between samples tested. For example, autonomy was linked to role satisfaction amongst shop floor workers and managers. Supervisor feedback was seen as important component for job satisfaction in the office staff. There appeared to be a strong relationship between challenge and task identity. Task identity is a sum of individual’s evaluation and reaction to the meaningfulness and importance of the job. It is causally dependent on presence of opportunities to assess performance inherent in the job (information component), the degree to which job provides autonomy and stimulates the process of acquiring new skills (action component).

Elanain (2009) observed that skill variety and feedback have impact on job satisfaction, organisational commitment and turnover, which were in consistent with results of studies carried out in the Western countries. Responses of 350 employees from five large organisations were collected on a structured questionnaire and were tested using a series of hierarchical regression analysis. Contrary to studies carried out in the West, task identity and task significance have effect on non work attitudes and behavior. Autonomy had a positive impact on job turnover. Distributive justice mediates relationships between job characteristics and work outcomes.

The job characteristics model, contain job characteristics, psychological states and personal and work outcomes (Boonzaier et al 2001).
The job characteristics consist of skill variety, task identity and significance, autonomy and feedback. The model states that workers exhibit positive personal and work outcomes if they experience three psychological states namely, they perceive their work to be meaningful, experience responsibility for the results or outcomes of their work and have knowledge of the result of their work. The personal and work outcomes include high internal work motivation, job and growth satisfaction and work effectiveness. There are a few moderator variables such as, growth need, strength, satisfaction with pay, security, co-worker and supervisor and knowledge and skills, which affect the relationship between job characteristics and psychological states and personal and work outcomes.

2.6 RESOURCES

Lourel et al (2009) observed that a positive spillover from work to family was positively related to job satisfaction levels. Structural modeling equation was analysed among 238 employees. They also suggest the importance of studying relationships between work life and home life in terms of organisational policies. The study concludes that the employee’s commitment would be high where work-life balance plays a pivotal role.

Rotodo (2008) concluded that females reported higher work family facilitation (WFF). A sample size of 1,312 was collected as part of the National Survey of Midlife Development in the United States. Two-Stage Least Squares using classical regression model method was used. High in extraversion and low in neuroticism showed higher level of WFF whereas the pressure of family work facilitation reduced facilitation levels in respect to age, education level and overload at home. Interestingly family to work facilitation increased at the homes. Thus they concluded that spillover occurred from work to family but not from family to work. The work domain
benefits the most with facilitation. Work family facilitation contributes to family work facilitation.

Weer et al (2010) empirically examined the relationship between the accumulation of resources acquired in one role and the performance in the other role. Chen (2009) examined how a person fits into the environment with different constructs such as work to family conflict and positive spillover. Different facts of positive spillover (affective and instrumental) were examined. Work to family instrumental positive spillover is positively related as additional resources and is generated when individual’s preferences at work are met due to work to family segmentation. This in turn then improves the individual’s performance in the family domain.

Kirchmeyer (1992) largely perceived that work lives were affected by participation in non work domains. Mean standard deviation and Pearson product-moment correlations through t test were tested on 110 men and women. The nature of positive spillover is influenced according to the kind of non work domains. The outcomes of multiple role participation depended on role qualities as higher involvement in non work domain was associated with positive spillover statements whereas parenting and community were negatively related. As the level of domain involvement increases, domain becomes more pronounced, and consequently the positive and negative spillover and other domains are heightened. The positive spillover statements showed high satisfaction in the non work domain.

Grzywacz and Marks (2000) expanded work family interface and identified the multiple dimensions of work family spillover. An exploratory factor analysis was done from employed adults which participated in the National Survey of Midlife Development (n= 1986). The study provided evidences that each dimensions of work family spillover is independent of each other indicating that the correlation of each outcome was different.
Positive spillover from work to family and positive spillover from family to work were strongly associated with decision latitude. The gender interaction analysed family factors which influenced women’s work to family spillover. Personality factor alone could not account for the experiences of work family conflict or enhancement. The individual characteristics and positive and negative interaction in the work and family contribute to work family interface.

Altobelli et al (2007) advanced the understanding of work family interface by characterizing both positive and negative spillover within couple’s differences. Latent cluster analysis was conducted among 1168 dual-earner couples. Over a period of time couples’ spillover reached stability. A negative, spillover was found among wives having high family demand, low family and work resources along with high work demands for both of them. A positive and enriched spillover was found when the family did not have preschool children at home and when husband provided family support. Couples having enriched spillover had lower work demands and balanced stages of life and occupation. Negative and positive spillover has a gender difference. Distinct combinations of work and family factors produced distinct work and family spillover.

Boyar and Mosley (2007) integrated core self evaluation into the work family area and presented a model for both work family conflict and work family facilitation along with satisfaction variables. The data was collected from 124 employees and a Structural equation modeling was conducted to test model comparisons. Core self evaluation did not predict Work to family facilitation or Family to Work facilitation. Demands and resources are more attributable to environmental factors. High core self evaluations among individuals made them balance both work and family demands such that the reactions to these demands is modulated by the
relationships between Core self evaluation and work family conflict and Core self evaluation and work family facilitation. Locus of control and self esteem had a significant relationship with Work/Family Facilitation variables. Greater job satisfaction was related with higher work to family facilitation. Reducing the levels of Work/Family would increase work to family facilitation. Family satisfaction is also increased by family to work facilitation.

Work family spillover and role overload were experienced by low wage employed parents (Devine et al 2006). Constant comparative method analysis was done on 69 participants. The negative spillover from work to family was identified as a dominant influence on their food choice strategies. The coping strategies elicited guilt and dissatisfaction with parental and spousal roles and personal nutrition choices. They also felt that they did not have the power to change the situation. Only a few parents benefited from role enhancement. It was because their work situations were flexible to facilitate positive spillover or they had better personal resources. When parents spend too much time and energy on work, they may feel that they have no personal resources left to deal with family meals and food choices.

Employees with highly integrated work and family roles exhibited stronger intra individual spillover effects on positive and negative affect at home (Ilies et al 2009). The final sample consisted of 101 employees where a hierarchical linear modeling framework was tested for the intra individual spillover effects of daily job satisfaction. Employees express the affective results of daily job satisfaction at home in such a way that others can observe them. The importance of individual differences in the work to family spillover seems to exist.

Study by Hammer et al (2005) concluded that positive spillover has a stronger impact on depression than does work family conflict. Hierarchical
linear regression was conducted on 234 dual-earner couples where work-family conflict and work-family positive spillover were regressed. The effects of spouse’s positive spillover are more strongly related to reduction in depression than are ones own positive spillover. Gender differences were also found in spillover.

Study by Judge and Ilies (2004) indicate that both positive and negative moods have significant concurrent effect on job satisfaction, although it may be short lived. A sample of 74 working individuals was collected using an experience sampling methodology. Hierarchical linear modeling was used to test the hierarchical models. Job satisfaction assessed at work has significant effects on positive mood after work. The mood at work spills over outside the work area and influences the mood at home. Another very important finding in this study is that trait positive affectively amplifies the effect of individual’s job satisfaction on his/her positive mood after work. Trait negative affectively enlarges the effect of dissatisfaction on negative mood.

Allis and O’Driscoll (2008) observed positive relationships between psychological involvement in the non work areas and levels of facilitation from these areas to work. 938 New Zealand local government employees participated in the survey. Correlation and Baron and Kenny (1986) mediation procedure was tested on the data. Non work to work facilitation led to higher well being of the individual. Time invested in family and personal activities by the individual did not lead to greater non work to work conflict. Psychological involvement by the individual in family and personal activities was associated with increased facilitation. This in turn increased the well being. Non work to work facilitation observed by an individual was significantly higher than non work to work conflict.
Studies carried out by Andreassi and Thompson (2007) revealed that job autonomy was highly related to higher levels of family work conflict but was not related to work family conflict. The data was derived from 2002 National Study of the Changing Workforce were n=3,504. Regression analysis and relative weights analysis was used to test the direct effect and the relative influence of locus of control and job autonomy. Job autonomy allows a person to manage work but in some cases it allows family to intrude into work domain and positive work family spillover. Job autonomy mediated the relationship between the stable and positive personality trait and work family conflict and positive work family spillover. The stable personality trait was negatively correlated to Work Family Conflict and Family Work Conflict and positively correlated to positive work family spillover.

Brisbois (2002) reports greater work to family spillover than family to work spillover. Principal components analysis, Correlation analysis and Chi-square test was test among a sample of 154 employees. Most of these spillovers were negative and only a few reported positive. Family type (namely traditional or dual career) did not have an effect on spillover experienced by family to work spillover. Dual career women reported more negative spillover than dual career men. Both genders experienced similar work to family spillover and the experience was negative. Majority of the respondents did not experience spillover between their respective work roles. A few who reported such a spillover reported a negative effect rather than a positive effect.

Judge et al (2006) observed that family to work conflict experienced by individuals at work was positively associated with guilt and hostility at work. Samples of 75 individuals were collected using experience sampling method. Hierarchical linear modeling was analysed in a series of regression equations. Similarly, work to family conflict experienced at home
led to similar feelings at home. Heightened work to family conflict seen in home led to decreased marital satisfaction. Another important finding by these authors is that emotional reactions are based on the domain in which they are experienced. Personality of the individual determines the emotional reaction. Individuals with high positive trait are more reactive to negative events.

Demerouti et al (2004) based on their study concluded that the direction of influence of work home interaction is described by work-home influence (Work Home Influence) vs. home-work influence (Home Work Influence). Confirmatory Factor Analysis was performed on 423 employees to examine whether work-home interaction fitted the empirical data. Job demands were strongly correlated to negative influence from work (negative Home Work Influence). Job support was correlated with positive Work Home Influence. Home support was not correlated to any type of interaction. Negative Work Home Influence led to fatigue and health problems.

Polk (2008) observes that work and family domains offer positive influence on each other. Perceived spouse support leads to positive spillover and this moderates the relation between relational identity and negative spillover. The sample included 198 females where the sample mean age was 39.65 years. Hierarchical multiple regressions was conducted to test the main effect and the moderation effect whereas confirmatory factor analysis was done to test each scales validity. Relational identity is a determining factor of Work Family Spillover (people with high Relational Identity experience less Work Family Spillover). The author emphasizes the importance of effective communication skills to improve the relationship between the spouses. People with high Relational Identity are in tune with their family relationship. They will worry more about whether the work will affect the family life.
2.7 MODERATORS

2.7.1 Emotional Intelligence

Jordan et al (2002) outlined the development of work group emotional intelligence profile, designed specifically to measure emotional intelligence of individuals in work teams. An exploratory factor analysis and principal factor analysis was performed among 488 students to investigate structure of Workgroup emotional Intelligence Profile. A predicted pattern of relationships with associated constructs was determined where high emotional intelligence teams operated at high levels of performance. An important finding of their study is that low emotional intelligence team’s performance was at a lower level due to goal cutting but at the end of the reporting period, the difference in low and high intelligence teams vanished. A useful index for individual and team performance can be asserted and this scale is designed for work groups.

Carmeli (2003) demonstrated the importance of emotional intelligence in the process of developing positive work related attitudes, contextual and task performance. A sample of 98 managers was tested among a series of hierarchical regression analysis to assess the relationship between emotional intelligence and work attitudes, behavior and outcomes. Emotionally intelligent senior managers are committed to their career as they develop a sense of emotional attachment to their organisations. They also tend to be more satisfied with their work. But emotional intelligence was not significantly related to job involvement. The work family conflict is better handled by the presence of emotional intelligence as low emotionally intelligent senior managers are affected by family matters, thus reducing career commitment. Emotional intelligence plays an important role in retaining valuable organisation members as there was a direct and significant relationship.
Rantanen (2008) suggested that personality is related to work family interface as the work family interface is considered from the person oriented perspective and due to its stable nature, personality traits would act as a foundation for work family experiences. Data was collected from 369 children. Structural equation modeling and path analysis was conducted with LISREL. The big five personality traits had a negative impact on work family interactions. Personality plays the role of a resource as a risk factor for both negative and positive work family interaction.

Lenaghan et al (2007) studied emotional intelligence in terms of work family conflict where it acts as a protector variable for an individual’s well-being. Two-way ANOVA was tested on the sample of 205 participants to determine (Low or High) emotional intelligence with (Low or High) work family conflict. Well-being was positively influenced by individuals having higher emotional intelligence. Thus, emotional intelligence will protect an individual’s well-being even in the presence of significant amount of work family conflict. The stress of meeting demands in both work and family can be protected by the possession of emotional intelligence.

Wayne et al (2004) investigated conflict and facilitation in respect to each of the Big Five personality traits and the role played between work and family. A sample of 2130 data was analysed using principal component factor analysis in both varimax and oblimin rotations. Thus the personality traits relevant to conflict were somewhat distant from those which were relevant in facilitation. In the case of family to work facilitation conscientiousness and agreeableness were positively related but was unrelated by the openness trait. Similarly family to work facilitation found a reverse procedure. Thus the traits followed a path of one direction of facilitation originating within each domain. But the study gave an informative result that conflict is not merely the opposite of facilitation. The affective and behavioral
outcome in the originating role was positively associated with facilitation such that job satisfaction and job effort were positively related to Work Family Facilitation. In the receiving role, facilitation had a lower change.

Gallagher et al (2008) examined effect of social support, emotional intelligence and interaction on person’s well being. A sample of 267 adults were tested on exploratory hierarchical multiple regression to check the interaction effect of social support and emotional intelligence. Emotional intelligence is considered to be associated with both these variables. The study indicated that emotional intelligence is positively correlated with satisfaction with life, positive effect, and social support from friends and others. They also observed that emotional intelligence moderated the interaction between positive affect and social support from others.

No significant correlation was found between social desirability and emotional intelligence. If the emotional intelligence is low, the level of perceived social support interact with emotional intelligence to produce higher subject well being. Although social support is not always necessary for subject well being, it becomes necessary for people who report low emotional intelligence. It appears that through training emotional intelligence could be developed and made to act as a moderator. So whenever subject well being is desired it is advisable to not only connect people to social support but also provide training on emotional intelligence.

Chamorro-Premuzic et al (2007) observed that stability, extraversion, conscientiousness and agreeableness were positively correlated with trait emotional intelligence and happiness in female students and non-students. Descriptive statistics and inter-correlation coefficients were tested on a sample size of 112. Trait emotional intelligence partly mediated the paths from stability and conscientiousness to happiness and fully mediated the connection between agreeableness and happiness. Individuals with high
conscientiousness would be able to identify and regulate their own emotions as well as that of others. They would also work harder than others to achieve their life goals. This in turn would lead to higher achievements.

Yanchus (2009) et al researched emotional intelligence as a moderator in measuring the relationship between emotional labor and affective responses on work and family life. Structural modeling equation was tested among 238 participants and cross-product regression was tested to check moderator effect. In the work domain emotional intelligence lessened the negative impact of emotional labor whereas in the family domain the positive affective response increased with the effect of emotional labor. The difference is due to negative affect associated with work roles whereas family roles related to positive affect. A symmetrical pattern of effects were found in the work domain where negative affective responses were related to work family conflict and work to family enrichment was found among positive affective responses. But none of the outcomes examined in the study was related to work family enrichment. Thus emotional intelligence plays an important role in reducing the emotional demands of work and increasing the positive aspects of family roles.

2.7.2 Work Salience, Family Salience Career Salience

Allen (2002) explored the value ideas in Greenhaus (Greenhaus et al 2003) original construct, work and career salience. Samples of 1078 workers were tested through factor analysis. Career salience and work salience are independent constructs but a stronger correlation is found between job involvement and organisational commitment. Validity was found between career salience questionnaire, work salience questionnaire, organisational commitment questionnaire and job involvement questionnaire. Importance of a career must be felt by an individual first before he/she plans for a career.
Gahan and Abeysekera (2007) proposed a conceptual model that aims at exploring the impact of role salience on work family salience. A typology of couples was developed based on each partner’s role salience advocated by social identity theory. The five main couple types are: traditional where each partner observes traditional work and family roles, modern 1 places a high value on family life for both the partners and subordinate work roles to family needs and demands, modern 2 where both partners seek to have an equal value on both work and family demands where a compromises is done to balance both the domains, modern 3 where both their partners place themselves high in their respective work roles. It is also tagged along with family responsibilities and the aspiration for work and career goals and modern 4 is a reverse criterion where male partner is highly family-oriented and female partner is highly work-oriented. Several testable hypotheses were proposed taking into consideration the positive relationship between high role salience and time utilisation.

Noor (2004) found that the effects of salience were possible both as a direct and moderator effect depending upon the outcome measures used. Regression analyses were conducted on a sample of 147 employed women with children. Job satisfaction had a positive direct effect through work salience which indicated that women have become more involved and committed to their work. But family salience was not related to job satisfaction. Salience alone was not related to outcome but the cross product term work salience x Work Interference with Family). Conflict was highly significant for women who considered both work and family salience equally. Stress is influenced by role salience at the crossroad between work and family.

Brummelhais et al (2008) studied the effect of family involvement on burnout with respect to both conflict and enrichment approach. Regression
analysis was done on a sample of 1046 employees in Dutch organisations. Different family characteristics concluded different enrichment and conflict approaches. In the enrichment approach, involvement in family role brings out energy, resources and self-esteem in the enrichment approach. Feelings of burnout were increased due to household choice and presence of young children but the presence of partner decreased feelings of burnout. The enriching role plays a limited affect when burnout is high. Gender differences examined among women where the presence of a partner functions as a buffer, but it had no effect on men. Thus family characteristic had a direct effect on burnout and was independent of work characteristics.

Frone and Rice (1987) revealed that job involvement was positively related to job spouse conflict among high spouse individuals. Moderated regression analysis was tested on 141 non teaching employees. The importance of spouse involvement and job spouse conflict is essential but this was not the case in parent involvement. Parental role created strong pressures to perform well as a parent even among individuals reporting low involvement in their parental demands.

Lobel and StClair (1992) indicated that the effects of career identity salience were stronger than the effects of gender or family responsibility. Hierarchal regression analysis was tested among 1,043 respondents where 569 respondents. Career identity salience had a direct effect on work and the merit increase related to work.

Rothbard (2001) defined engagement in work and family as ‘work salience’ and ‘family salience’. A survey of 790 employees’s revealed gender differences using structural equation modeling. Attention and absorption in work and family is defined to engagement where attention refer to time spent thinking about the role whereas absorption refers to the level of importance given to the particular role in terms of intensity and role performance. The
study further examined the emotional response within a role and the role effect between two roles such that depletion or enrichment processes occurs. Both men and women showed evidence of enrichment but in opposite role domains. For men enrichment existed from work to family whereas for women enrichment existed but in opposite role domains.

For men enrichment existed from family to work. Strong gender differences revealed between role linkages more for women than men. Segmentation as a coping response is drawn on men than women as the demands for women are higher than men. Emotion acts as a mediator between the relationship of work and family roles for women. Emotion affected engagement as a multidimensional construct but both the components namely, attention and absorption was independent of each other. A resource based motivational construct represented attention whereas intrinsic-motivation represented absorption.

Greenhaus and Powell (2003) studied the factor that is involved in work or family activity with reference to salience of both the roles. A sample of 237 students was tested using moderated logistic regression analysis. The direction of work family interference and role related behavior were determined by the impact a decision will have on a role. The respondent’s decisions had a strong impact by the salience of a role. Thus work activity was chosen when work salience was high than low. Higher self-esteem individuals had a stronger choice of activity which affected the family salience. The interaction affect between work and family salience reveals a higher level of family salience which counteracts the effect of high work salience which influences the selection of a family activity. But lower the work role salience, family activity chosen by the individual has a salience for his family role. Thus the role related behavior is influenced by an individual’s
self identity. For high self-esteem person family salience plays an important powerful cue.

Winkel and Clayton (2009) investigated the measure in which people separate their work and family roles and manage the boundaries between these two roles. Confirmatory factor analysis procedure was done on 25 company owners. Work to family transitions and family to work transitions depended upon ones willingness to flex their work and family role boundary. Higher the work identity salience weaker was the relationship between ones willingness to flex their family boundary and make transitions from their family role to their work role. The willingness to flex their family role boundary is suggested by an individual’s importance attached to the family role. Transitioning out of their work role was not significant predictors for individuals who reported their ability to flex their work boundary whereas ability was a significant predictor of transitioning out of their family role. When the individual’s family identity salience was higher, the relationship between ones willingness to flex their work boundary and the transitions from their work to their family role was also stronger. If the particular individual gives more importance to the family then the individual would transit from work to family roles and would also flex their work boundary.

Career exploration was investigated by Stumpf and Lockhart (1987). They observed the relationship among work role salience, work preferences, beliefs and behaviors that suggest career exploration. Correlation and multiple regression techniques was analysed on a total sample of 331 students. A gender difference was seen among men and women regarding the importance of obtaining a preferred position. Higher the individuals work salience stronger preferences are given for particular jobs/occupations.
The level and priority of career salience among students has been studied by Greenhaus and Simon (1977). Correlation was tested among 153 students which participated in the study. At a minimal level of career salience, no relationship was found between career salience and the disinterest to work. This would result in low career planning and opportunities. Among low and medium career salience individuals, intrinsic job characteristics were preferred for a specific occupation. An occupational decision is made at this level of career salience. Thus intrinsic oriented individuals investigate more on the content and specific activities of various careers. Individuals with higher levels of career salience value stronger intrinsic work characteristics but reduce the likelihood of making an occupational decision.

Sekaran (1982) developed a psychological model and investigated career salience among dual career families. Multiple regression analysis was tested among 127 dual career couples. Career salience showed no difference between the genders. The occupation matched also did not show any differences. There were no significant differences between self-esteem. Planning dual career family-life style is considered as an important factor for women before marriage but not for men. In today’s work force it was found that mothers and married women have high career salience, sense of competence and rewards derived from the work place.

Greenhaus (1973) analysed career salience items and related it to occupational choice behavior. The sample size was 377 students which were derived from Greenhaus (1971). Tested Principal component analysis was tested among the career salience items. The dimensionality of career salience showed positive generalised attitudes towards work for females than for the males. Degree of Congruence was significantly related to career salience as the choice of an ideal occupation for both the sexes was highly related. Thus the choice of an ideal occupation would be relevant to the attitude an
individual has towards work. Self esteem was positively related to career salience, thus higher the self-esteem both men and women viewed work in a positive way and enjoyed planning their career. Alternately academic motivation and performance are facilitated by positive attitudes toward work which raises self-esteem.

Greenhaus (1971) investigated the role of career salience in terms of occupational choice and satisfaction. Correlation test was conducted among 377 students. In this study the congruence for males was significantly related to career salience but not for females. But for both the sexes career salience was related to other variables considered in the study. Thus men with higher career salience choose congruent and ideal occupations but on the other hand women choose an ideal occupation but not significant congruent occupation. Motivation plays a role for high career salient men for choosing an ideal occupation.

Karambayya and Reilly (1992) surveyed work and family involvement among dual earner couples and conceptualised the psychological involvement in ones sphere. T-test was conducted on a sample of 39 dual earner couples to test the differences between men and women. Canonical analysis was also tested to check the co linearity between the predictor and criterion variables. Thus work and family involvement were positively correlated with job and marital satisfaction. There was an inverse relationship between work and family involvement. At the couple level, the pattern that emerged was high family involvement and moderately low work involvement for both genders, led to high levels of marital satisfaction and low levels of stress. The major interaction for dual earner couples is on their family roles which have the highest impact.
2.8 CONCLUSION

The review of literature indicates that work life enrichment and work life balance are instrumental in determining quality of work and family life. However, research on moderators that affect this relationship is still nascent. Similar is the case of mediation effect. Surprisingly, there are hardly any studies on work life balance in the Indian context. This study attempts to fill this gap. The review indicates that work life enrichment can impact work life balance. Moreover, moderators and mediators can affect the relationship between these two variables. Considering these, this research attempts to understand work life balance through work to family and family to work enrichment.