CHAPTER – II

REVIEW OF LITERATURE

Review of related studies is an indispensable task of every researcher in the area of research. The researcher has the responsibility of compiling all work done by previous researchers. Moreover, review of studies help an individual to gain more insight into the problem. It is enables, the researcher to decide the course of objectives and hypotheses.

In this chapter an exhaustive attempt has been made to present exhaustively about the previous researches conducted in the respective areas. This has been done on the basis of the key concepts identified in chapter one.

This research work intends to find out the work-life balance among ITES working professionals in Bangalore city.

STUDIES RELATED TO WORK-LIFE BALANCE

2.1 INDIVIDUAL RELATED VARIABLE

An individual related variable – Gender, age, marital status, emotional intelligence and work centrality affecting work-life balance have been studied.

2.1.1 AGE, GENDER, AND MARITAL STATUS.

Parasuraman and Simmers (2001) discovered that employment type and gender had noticeable effects on work-family conflict, job involvement and job satisfaction. Employment type (organisational versus self-employment) was revealed to be linked to employee perception regarding levels of control. The influence of gender on work-life issues is reported throughout much of the literature in relation to the nature of the workplace, normative and gender-based beliefs and expectations. From a sample of 414 participants, they found that
women’s work and family role experiences were significantly different from men. Women being more involved and committed to home life than men. Surprisingly, men reported more work-family conflict.

**Sanghamitra Buddhapriya (2009)** Work-life imbalance usually arises out of a lack of adequate time and support to manage the work commitments both personal and family responsibilities. Meeting competing demands of work and family is not tiring but can be stressful and can lead to sickness and absenteeism. It inevitably affects productivity. Balancing both career and family is an arduous task for working women especially when they have small children and there is no well-equipped day-care / crèche facilities where they can leave their kids without any tension while they are at work. Women often suffer from the guilt-complex of not spending enough time during the tender age of their children and being forced to leave their children in the hands of the maids on whom they have little faith. Women employees thus face a dual burden–work and family- which creates a lot of stress and strain and role conflict.

**Namayandeh and Yaacob (2010)** studied the significance of gender role orientation as one of the most important individual factors on Work interference with family (WIF) and Family interference with work (FIW). They examined the effects of personal backgrounds such as age, job experience and duration of marriage on WIF and FIW. The sample for this study consists of 198 married women nurses in Shiraz-Iran. The findings revealed that married women nurses have higher WIF. This study also specified that women nurses with older age, more years of job experience, and longer duration of marriage, perceived lower level of WIF and FIW.
Thriveni et al. (2012) determined the relationship between the demographic variables and work life balance among women employees in various professions like IT, BPO, Marketing, Insurance, Banking and Education at Bangalore. The sample comprised of 340 women employees. The findings revealed that there is a significant relationship between all demographic variables - age, experience, marital status, income, type of family, number of dependents and perception of work-life balance of women employees.

Masood and Mahlawat (2012) identified the impact of various demographic factors on the critical factors of work-life balance. The sample of 300 employees included in the study was drawn from different places of Haryana (India). The sample size of the study consisted of from different levels in the organization. The result indicated the following: gender variable has significant impact on organization critical factors for maintaining the work-life balance, level of management variable has significant impact on organization critical factors for maintaining the work-life balance as nine out of ten factors have significant difference on it, experience variable has significant impact on organization critical factors for maintaining the work-life balance as all factors has significant difference on it, gender variable have significant impact on employer critical factors for maintaining the work-life balance as three out of fourteen factors have significant difference on it, level of management variable has significant impact on employer critical factors for maintaining the work-life balance as eight out of fourteen factors have significant difference on it, and experience variable has significant impact on employer critical factors for maintaining the work-life balance as all factors have significant difference on it.
2.1.2 EMOTIONAL INTELLIGENCE

Sjöberg (2008), Studied Emotional Intelligence (EI) was hypothesized to be a factor in successful life adjustment, among them the successful achievement of a well-balanced life with little interference between work and family and leisure. The sample consisted of 153 respondents. EI was measured by a task of identifying emotions in social problem episodes as described. Balance was measured both in terms of family/leisure interfering with work and vice versa. Both interference dimensions correlated strongly with emotional intelligence in the hypothesized direction. The study revealed that emotional intelligence was positively related to salary both for men and women, and at different levels of educational achievement. Other indices of social skill were also related to EI.

Rangreji (2010) studied the field of human resources and behavioral sciences in IT organizations. The sample consisted of 355 IT employees in Bangalore city. The results indicated that there was significant differences between emotional intelligence and work-life balance, no significant differences were found between age, gender, qualification and marital status and emotional intelligence, the intra correlation matrix between work-life balance dimensions indicated that there was significant positive correlation between, work interference with personal life with work related factors interfering with personal life and work interference with personal life with factors impacting work-life balance, appraisal and recognition of emotion in others had a significant influence on work related factors interfering with personal life. Significant difference was found between working hours per week and work interference with personal life, factors impacting work-life balance and work related factors interfering with personal life.
The above three variable were highest for IT professional who worked for more than 65 hours per week and less for those who worked 40–50 hours a week.

Krishnaveni and Deepa (2011) developed a tool specific to India, to measure the emotional intelligence of individuals in the work environment. The study involved 533 respondents of the sector in South India. It found that the IT/ITES work force has high emotional intelligence and that gender and age have an impact on Emotional Intelligence.

Jyotbi Sree and Jyotbi (2012) the study focused on the relationship between role efficacy and emotional intelligence as related to work-life balance of career women. Sample consists of 63 career women working in Andhra Pradesh, India. The results showed that there was significant impact of factors affecting role efficacy on emotional intelligence.

Mallika Dasgupta (2010) the study explored its relationship to psychosocial variables such as quality of work life, work family role conflict and perceived happiness of women IT professionals. The sample consisted of 30 women IT professionals of Kolkata. The findings of the study was emotional Intelligence had significant relationships with quality of work life, work family role conflict, and perceived happiness of women IT professionals.

Smrithi Shetty et al. (2013) assess emotional intelligence (EI) and its relation with some personal and social factors in first year medical students of A.J.I.M.S, Mangalore. The study included 150 first year medical students. Respondents were poor in all domains of EI. Those who entered profession by choice, those who slept well and who spent more time in recreational activities and exercise were found to have good EI scores. EI was significantly more in women compared to men.
2.1.3 WORK CENTRALITY

Hyman et al. (2003) conducted a study to evaluate the centrality of work to employees in two growing employment sectors, call-centres and software development. The researcher then examined the evidence of extensions of work into household and family life in these two sectors. The call centre sample focused on large workplaces 200 drawn from four industries. Sample consisted of 1131 respondents. They concluded that organisational pressures, combined with lack of work centrality, result in work intruding into non-work areas of employee lives, though intrusions manifest themselves in different ways according to type of work, levels of worker autonomy and organisational support.

Snir and Harpaz (2005), developed the relative work centrality measure with five major domains (work, leisure, community, religion, and family) in their lives, based on their relative centrality. The study examined 96 Israeli full-time workers over a four week period. The results indicated a fairly high test-retest reliability of the relative work centrality measure, and therefore support the notion that this measure can also be applied to assess the relative centrality of each of the other four major life domains, in addition to work.

Pisarik and Christopher (2009) examined the relationships among work possible selves, work role salience, socioeconomic position, gender, and psychological well-being. Participants included individuals in early adulthood (N = 201), aged 20 to 35, who were enrolled in three community colleges and one university in North Carolina. Results indicated no relationships between hoped-for work selves and socioeconomic position, or between work role salience and socioeconomic position, significant positive relationships were found between
expected work selves and socioeconomic position. No statistically significant differences were found in hoped for work selves, expected work selves, or work role salience between males and females. Canonical correlation analyses indicated that the variable set that included work possible selves discrepancies, defined as the difference between hoped-for and expected work selves, socioeconomic position, work role salience, and gender was significantly related to the variable set that included two components of psychological well-being, satisfaction with life and affective balance. Work possible selves discrepancies were negatively related to satisfaction with life, affective balance, work role salience, and socioeconomic position. Results indicate that individuals who report large work possible selves discrepancies, and low socioeconomic positions, also report lower levels of satisfaction with life and affective balance.

Ans de Vos et al. (2009) examined the association of working hours and fulfilment of expectations related to work-home balance, with work-home interference for two groups of recently graduated Belgian employees based on their change in work centrality between graduation and current employment, i.e. employees with increasing work centrality and employees with decreasing work centrality. Longitudinal data was collected from a sample of 135 Graduate students at three Belgian universities. They concluded that First, working longer hours leads to more work-home interference, independent of respondents’ change in work centrality. Second, respondents whose expectations regarding work home balance have been fulfilled experience less work-home interference than those whose expectations have not been fulfilled. This association is, however, only found for respondents with decreasing work centrality. Finally, self-management as a coping mechanism only moderates the effect of expectation fulfilment on
work-home interference for respondents with decreasing levels of work centrality, but does not influence the relationship between working hours and work-home interference.

2.2 FAMILY RELATED VARIABLES

A family related variable – House hold responsibility, spouse support and parental demand affecting work-life balance have been studied.

2.2.1 HOUSE HOLD RESPONSIBILITY

Lee and Waite (2005) compared a series of estimates of the time spent on housework. Response was obtained from husbands and wives in the Sloan 500 family study. The result of this study found that estimates of hours spent on housework differ substantially and significantly across various measures, as does the absolute size of the gap between hours spent by husbands and wives. Share of housework done by husbands differs somewhat less.

Renge Jibu (2007) studied about how American dual career couples with children share household and childcare responsibilities. The study focused on how much husbands engage in domestic responsibilities and how that affects their wives’ career. It conducted a literature review on time-use related to work and family life balance. Second, it interviewed fourteen couples and four working women. It then compared their experiences with those of Japanese working couples. Overall, American husbands spend four times as much time on housework and childcare than Japanese husbands do. Although the American government provides less generous support for childcare compared with Japan’s, American women manage to balance their career and family lives by using private services and sharing housework and childcare with their husbands. On the other hand, in
Japan, working women are responsible for almost all household and childcare duties, often relying on some public childcare services. In order to promote gender diversity in the workforce, Japanese society has to provide more opportunities for men to participate in household responsibilities.

2.2.2 SPOUSE SUPPORT

Aryee et al. (1999) examined the relationship between role stressors, interrole conflict, and well-being and the moderating influences of spousal support and coping behaviours among a sample of 243 Hong Kong Chinese employed parents in dual-earner families and found that role stressors (work overload and parental overload) and spousal support set significantly explained the variance in both work family conflict and family work conflict. Spousal support was found to be a negative predictor of work family conflict while parental overload was a positive predictor. Spousal support was found to moderate the effect of parental overload on family work conflict. Family work conflict was negatively related to job and life satisfaction, but neither work family conflict nor Family work conflict was related to family satisfaction.

Saviour Rizzo (2009) the sample consisted of 300 couples living in family households where both spouses are in gainful employment. The study tried to tease out the subjective views of these spouses about their work-life balance and their perceptions and attitudes that impinge on their family and social life. The data indicated that the women spouse is making more sacrifices than the male to cope with the requirements of the economic demands of the family and living up to the cultural requirements of a mother or a wife. Although one third of the married
women in the sample work part time, time for leisure is more at a premium for women than for men.

2.2.3 PARENTAL DEMAND

Nasurdin and O’Driscoll (2012) investigated the relationships between work overload and parental demands with work-family conflict among New Zealand and Malaysian academics. In addition, social support from the work and family domains were explored as moderators in the proposed relationships. Academicians from two public universities were taken, one located in New Zealand and the other in Malaysia, participated in the study. Analysis of data gathered from 202 academic staff from New Zealand and 183 from Malaysia demonstrated similar findings concerning the positive relationships between work overload and work-to-family interference across the two samples. Contrary to prediction, parental demand was found to be unrelated to family-to-work interference in both samples.

Parasuraman and Claire (2001) performed a comparative analysis of the relationship between work role characteristics and pressures, family role characteristics and pressures, work-family conflict, and indicators of well-being for self-employed persons vis-a-vis persons employed in organizations. They found out that employment type and gender had significant impact on the above stated variables. They concluded that self-employed individuals enjoyed more autonomy, more flexibility of schedule and higher levels of involvement in their work as compared to individuals employed in organizations.
2.3 WORK RELATED VARIABLE

A work related variable – task variety, task autonomy and work schedule flexibility affecting work-life balance have been studied.

2.3.1 TASK VARIETY

Langer (1989) stated changing the task may increase workers mental stimulation or arousal, as well as their task engagement, thus improving performance. Additionally, task variety can create the opportunity for knowledge transfer between tasks which may result in learning.

Staats and Francesca Gino (2011) stated that sustaining operational productivity in the completion of repetitive tasks is critical to many organizations’ success. Yet researcher pointed out to two different work-design related strategies for accomplishing this goal: specialization to capture the benefits of repetition or variety to keep workers motivated and allowed them to learn. The study investigated how these two strategies may bring different benefits within the same day and across days. Additionally, researcher examined the impact of these strategies on both worker productivity and workers’ likelihood of staying at a firm. In empirical analyses, the researcher used two and a half years of transaction data from a Japanese bank’s home loan application processing line. Researcher found that over the course of a single day, specialization, as compared to variety, is related to improved worker productivity. However, when the researcher examined workers experience across days was found that variety or working on different tasks, helps improve worker productivity. It also found that workers with higher variety are more likely to stay at the firm. The results identified new ways to improve operational performance through the effective allocation of work.
2.3.2 TASK AUTONOMY

Carayon et al. (2003) the study was conducted using a sample of 1,278 employees of a single organization. The study examined the impact of gender and job type (i.e. IT job versus non-IT job) on various indicators of quality of working life, as well as on the relationship between job and organizational factors (i.e. feedback, autonomy, skill variety, task significance, task identity and work pressure) and QWL. Results indicated that IT workers reported higher job satisfaction and lower job strain than non-IT workers. Gender had no impact on QWL. Feedback and autonomy were consistently related to job satisfaction, and work pressure was consistently related to job strain, irrespective of gender and type of job. On the other hand, women IT workers’ job satisfaction was affected by work pressure, and women IT workers’ job strain was affected by task significance. Women IT workers’ job strain was not affected by autonomy, whereas job strain experienced by non-IT workers was affected by autonomy.

Langfred and Moye (2004) explained the relationship between task autonomy and performance is proposed that incorporates three different causal mechanisms. The performance benefits of task autonomy may be realized by increased motivation (motivational mechanisms), by capitalization of information asymmetries (informational mechanisms), or by better alignment with task and organizational structures (structural mechanisms). Further, it is proposed that these performance benefits are moderated by a variety of variables ranging from individual traits to organizational design. The study suggested that task autonomy will influence performance (high work effectiveness) through its effect on motivation. That is, motivation is one mechanism that explains the relationship between task autonomy and performance. It suggests that all individuals will be
more motivated when granted more autonomy, individual differences can potentially alter this relationship, and the task autonomy moderates the relationship between autonomy and performance such that the benefits of task autonomy are greatest when task variability is highest.

Schieman and Glavin (2008) examined the effects of schedule control and job autonomy on two forms of work home role blurring: receiving work related contact outside of normal work hours and bringing work home. It was found that schedule control and job autonomy were associated more positively with work home role blurring in the form receiving work related contact, and these patterns were much stronger for men. Schedule control was associated positively with bringing work home among men only, whereas job autonomy was associated positively with bringing work home, similarly for men and women. It was also found that schedule control and job autonomy are negatively associated with work to home conflict. However, the negative effects of schedule control and job autonomy were slightly correlated by their positive associations with work home role blurring. In analysis of interaction effects, it was observed that positive association between receiving work related contact and work to home conflict was positive and significant among workers who had lower levels of job autonomy. Further, bringing work home was associated positively with work to home conflict among individuals who reported more schedule control.

2.3.3 WORK SCHEDULE FLEXIBILITY

Loscocco (1997) examined how people with considerable control over their work lives construct and experience work family connections. The data was collected through in-depth interviews of 30 self-employed people. The results
showed that self-employed people had considerable control over their work lives and this helped them to curb the intrusion of work into family life. However, women emphasized the importance of flexibility more than men.

**Hill et al. (2001)** examined the perceived influence of job flexibility in the timing (flex time) and location of work (flex place) on work family balance. Data was taken from a 1996 International Business Machines (IBM) work and life issues survey in United States. The sample size consisted of 6,451. The results indicated that a paid work hour was strongly and negatively correlated and perceived flexibility was strongly and positively correlated with work family balance. It was also found that employees with perceived flexibility in timing and location of work could work longer hours before work family balance became difficult.

### 2.4 DEPENDENT VARIABLE: WORK-LIFE BALANCE

**Gutek et al. (1991)** studied the work-family conflict of professional women and men to explore sex differences in work-family experiences and reports to work-family conflict. Two measures of work-family conflict were used to assess family interference with work (FIW) and work interference with families (WIF) was used. A systematically selected sample of 209 senior managers who were member of American psychological Association (APA) included in the study. The bivariate relationships among the time and conflict variables were calculated separately for men and women. Both men and women reported greater WIF and FIW because both men and women spent more time in work than in family work. Women reported more WIF than men.
McClellan and Anthony (1992) examined data from two studies of stress and coping in families with preschool handicapped children. The Family Intervention project and T-Double ABCX model was used in their investigations of family adaptation. Some differences were found in the mother/father patterns of stress related to the parenting role. Fathers in the Family Intervention Project reported a greater sense of isolation, while mothers appeared to feel less restricted by the parenting role.

Shallenberger (1992) studied the work-family conflict issues faced by electrical and computer engineers. They would consider changing jobs for better family benefits. The study revealed that employees have adjusted their work schedule to attend to a sick child to balance between career and Family.

Thomas and Ganster (1995) examined the direct and indirect effects of organisation policies and practices that are supportive of family responsibilities on work-family conflict. Survey data were gathered from 398 health professionals who had children aged 16 years or younger at home (99 percent of the respondents were women and 89 percent were married). The study revealed with work-family conflict and depression. The result of this study indicated that family-supportive work policies and practices might produce significant benefits in terms of employee attitudes and well-being.

Luthens et al. (1999) concluded that work and family are “allies” and “enemies” in that resources and emotions can be shared across domains, but they can also depleted by an overly demanding role.

Higgins et al. (2000) has empirically examined whether part-time work helps, women to balance work and family for two classes of part-time workers, those in career-oriented jobs (managers and professionals) and those in earner
positions (technical, clerical, administrative, retail, and production). A random sample of all Canadian federal public sector employees working in the national region and cross section of private sector employees were selected. The final study sample consisted of 712 mothers in part-time earner position and 117 mothers in part-time carrier positions. The researcher focused on the psychological experience of work-families balance and perceived ability to manage individual and family. Result of the study was part-time work was significantly associated with role over load among earners; there was no relationship between job status and role over load for career women. Employees in earner occupation had significantly higher depressed mood and significantly lower life satisfaction than those in career positions. Part time work was unrelated to job type or job status, Organisations that employed large size of non-career women might also have a role to play in improving a quality of work life for the employees. The analysis of individual outcomes suggested that work in earner occupation was associated with higher depressed mood and lower life satisfaction than career work, regardless of full or part time status. The research data strongly suggests that job type differentially affect women’s ability to balance work and family.

Fisher McAuley et al. (2003) examined the relation between employees beliefs about having a balance between work and personal life, and the feeling of job stress, job satisfaction, and reasons why one might quit his/her job. The data were collected from two independent, heterogeneous samples of employees. The first sample comprised of 603 fitness professionals while the second consisted of 545 managers employed in a variety of organizations spanning many industries and functional departments. The findings indicated that having a lack of work-life balance was an occupational stressor that leads to strains, including
feeling of overall work strain, job dissatisfaction, non-work related reasons for leaving and turnover intentions.

Villiers and Kotze (2003) have done a qualitative study to discover how employees of a company in the petroleum industry define and experience the phenomenon of work-life balance, to identify the workplace determinants of work-life imbalance and to elicit some solutions for the problem. The result found that work-life balance is a personal issue that varies across time and situations and the underlying conflict experienced pertains to role overload and role interference. The most significant work-life conflict arises from complex workplace issues, including managing change, supervisory and technical competences, leadership, roles and accountabilities, and culture. Solutions to address the workplace issues, as well as the development of individual balance-enabling skills, are suggested.

Robbins (2003) stated that employees are increasingly recognizing that work is squeezing out personal lives and they are not happy about it. Studies suggested that employees want jobs that give them flexibility in their work schedules so they can better manage work-life conflicts Organizations that don’t help their people achieve work-life balance will find it increasingly hard to attract and retain the most capable and motivated employees. Research on work/life conflicts have provided new insights for managers into what works and when. Time pressure is not a primary problem underlying work/life conflicts. It is the psychological interference of work into family domain and vice versa. People are worrying about personal problems at work and thinking about work problems at home. This suggested that organizations should spend less effort helping
employees with time management issues and more effort at helping them clearly segment their lives.

John et al. (2006) focused on an increasingly prevalent type of role conflict occurs when work and non-work roles interfere with one another. The most common non-working roles involved in this form of conflict are those of spouse and parent. Balancing the demands of work and family roles is a significant daily task for a growing number of employed adults. Pressure to work late, to take work home, to spend more time traveling, and to frequently relocate in order to advance are a few e.g. of potential source of conflict between work and family.

Agarwal (2007) stated work-life balance is the term used to describe those practices at workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and work lives. The work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.

Parker (2010) conducted a study with 543 SUNY New Paltz alumni representing three generations to determine if there were generational differences in attitudes about work-life balance. A sample of the study consisted of 3000 potential participants. The result indicated that significant differences in engagement in individual initiative behaviour, perceptions of risk and program usage were found between Baby Boomers and Millennials, Significant differences in program usage was found between Baby Boomers and Gen X’ers. Some surprising results was found and there was no significant results for gender differences for perceived work life balance across the generations and the result for
work life balance by generation only approached significance. The result possibly suggested a more complex relationship between gender, age, and work-life balance.

**Nadeem and Abbas (2009)** explored the relationship between work life conflict and job satisfaction in Pakistan. The study found that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively related with stress. However, the correlation of workload is positive and insignificant which showed that workload does not affect the job satisfaction of the employees in Pakistan. Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees. The policy alternative should be that a supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work-life balance and its adverse effect on job satisfaction.

**Omar (2010)** indicated that Work-life balance is fast becoming one of the defining issues of the current employment scene. Currently there is a shift from “work-family balance” to “work-life balance” to reflect the fact that non-work demands in people’s lives not necessarily limited to family only. A good work-life balance is when employees have the ability to fulfill both work and other commitments (family, hobbies, art, travelling, studies and so forth).

**Norbert Rego (2010)** stated that in the fast moving life, there are many pressures that new-age couples have to deal with- running a home, doing daily chores like cooking/cleaning, raising children and handle the tight deadlines at work. Ever wondered how the 21st century couples can deal with all this, how can
they divide their daily work, make sure their children get the right amount of attention and time and also be productive at work? Today, technology not just makes your life easy and simple, but also brings a work-life balance. There are many working couples, who constantly stay connected on mobile Internet- using email, social networking websites.

**Malik et al. (2010)** examined the relationship of social support, employee performance and job satisfaction with work-family balance of working women in Pakistan. A sample consisted of 150 women working in different public and private sector organizations. The result indicated that significant differences were found among the public and private sector working women with respect to social support, job satisfaction and work family balance. The relationships of independent variables such as social support, well performance at work and job satisfaction are contributors of work-family balance.

**Linsey Pierik (2011)** tested the relation between New Ways of Working (NWW), leadership, and social cohesion, work life balance, and performance and to test the moderating role of leadership. Another aim is to find new insights for NWW, its effects and leadership. The sample for the study consisted of 117 respondents. The study revealed that there is a positive relation between NWW and performance, social cohesion, social cohesion and work life balance, and social cohesion and performance. The components of leadership, task and relationship behaviour are positively related to both social cohesion and performance. Leadership was found to be no moderator between NWW and its effects.

**Thakur and Surampudi (2011)** studied how people at organizations manage time at work which in turn affects their work-life conditions. The sample for the study consisted of 30 Information and Technology professional from the
entry level executives to middle level managers. The duration of employment is
between one to five years. The results showed that the people had poor
understanding of time and lacked time management which had negative effect on
their performance at work and home.

Noor (2011) examined the relationship between perceived
work-life balance satisfaction of academics in Malaysian public higher education
institutions and their intentions to leave the organisation. The study used an on-line
survey of academics from three public universities in Malaysia. A total sample
consisted of 1078. The responses from the sample are used to test the hypotheses
that job satisfaction and organisational commitment will mediate the relationship
between work-life balance and intention to leave. The results indicated that
perceived work-life balance satisfaction was correlated negatively with intention to
leave the organisation among academics. The results indicated that job satisfaction
and organisational commitment are partial mediators for the relationship between
work-life balance and intention to leave.

Mathew and Panchanatham (2011) focused on the objective to develop
and validate an appropriate tool to illustrate the work-life balance (WLB) issues
faced by women entrepreneurs of South India. The study also sought to understand
the important factors influencing the WLB of these women entrepreneurs. To achieve this end, the data was collected from 243 women entrepreneurs
belonging to the various states of South India. The study revealed that role
overload, dependent care issues, quality of health, problems in time management
and lack of proper social support are the major factors influencing the WLB of
women entrepreneurs in India. The result stated there are significant differences in
the level of WLB issues faced by the various categories of women entrepreneurs.
The study provided recommendations for human resource professionals, management consultants, academicians and women entrepreneurs themselves to deal with the major WLB issues faced by Indian women entrepreneurs.

Åse-Helene Bakkevig Dagsland (2012) main aims of the study was to explore and identify the front-line hotel employees’ issues and perceptions of work-life balance in the Philippine context. The respondents were front-line hotel personnel assigned to various departments of selected top luxury hotels in the Philippines. Self-administered questionnaires were used to collect the data. Factor analysis discovered five factors: time-based conflict, strain-based conflict, behaviour-based conflict, causes and consequences of work-family conflicts (WFCs) and work-family enrichment (WFE). The front-line hotel employees had experienced time-based, strain-based and behaviour-based WFCs in their workplaces with consequent negative impacts on their work, family, physical and psychological health outcomes. The employees generally perceived that their work and life are not balanced in their jobs. The study found that time-based conflict, strain-based conflict and causes and consequences of WFCs are negatively correlated with the overall perception of work-life balance among employees while work-life enrichment is positively correlated with work-life balance. Thus, WFCs have not spared the Philippine hotel industry and the employees need work-family enrichment (WFE). Work-life initiatives are recommended to increase work-life balance, improve the position of hotels as an employer of choice, and retain and attract better quality workers.

Bell et al. (2012) investigated the relationship between perceived job stress and work-life balance/conflict and wellbeing/ill-being amongst Australian academics. One hundred and thirty-nine academic staff members employed in
universities Australia wide (from higher education and technical college divisions) completed a voluntary self-report questionnaire. Result Perceived job stress (threat and pressure-type stressors) was associated with poorer work-life balance, and increased conflict between academics work and personal lives. Perceived job threat-type stress made a stronger contribution and was a significant predictor of work-life balance and work-life conflict scores, than perceived job pressure-type stress. Perceived job threat-type stress among academics was also a significant predictor and associated with poorer wellbeing and increased ill-being, but perceived job pressure-type stress was not related to academics wellbeing or ill-being.

*Chitra Devi and Sheela Rani (2012)* examined the impact of personality on work-life balance and also analysed the individual differences in maintaining a proper balance between work and non-work domains, mainly caused by the personality using ‘Big Five’ personality model. The impact of age and designation on work-life balance is also studied. The data were collected from 300 women employees working in Business Process Outsourcing (BPO) Organizations at Chennai. The findings of the study suggested that there is no significant relationship between openness to experience, conscientiousness, extroversion and emotional stability and work-life balance but a positive correlation is found to exist between agreeableness and work-life balance. Significant difference is observed in the level of work-life balance of the respondents belonging to various age groups and designations.

*Kopp and Lauren (2013)* examined the effects of perceived co-worker and supervisor social support on employee work-life balance, job satisfaction, organizational commitment, and organizational citizenship behaviours. The sample
of the study consisted of 132. The results indicated that employees perception of work-life support for supervisor and co-worker support are related to work-life balance, job satisfaction, organizational commitment, and organizational citizenship behaviours. It was also found that supervisor support predicted certain employees outcomes more so than co-worker support.

2.4.1. WORK-INTERFERENCE WITH PERSONAL LIFE

Grzywacz (2000) used ecological theory to develop a more expanded conceptualization of the work-family interface, and to identify significant correlates of both positive and negative spill over between work and family. The data were collected from 1,986 employed adults from the National Survey of Midlife Development in the United States. The results from principal components analysis indicated four distinct dimensions of work-family spillover: negative spillover from work to family, positive spillover from work to family, negative spillover from family to work, and positive spillover from family to work. Results from multivariate regression analyses indicated more resources that facilitate development in work or family settings (e.g., more decision latitude at work, support at work from co-workers and supervisors, emotionally close spouse and family relations) were associated with less negative and more positive spillover between work and family. By contrast, more barriers arising from person-environment interactions at work and in the family (e.g., more pressure at work, spouse disagreement, and perception of family burden) were associated with more negative spillover and less positive spillover between work and family. In some cases results differed significantly by gender and all results controlled for the
potential confounding effects of age, race, education, household income, parental status, marital status, employment status, and personality characteristics.

Grzywacz and Bass (2003) examined the effects of work-family conflict and work-family facilitation on mental health among working adults to gain a better understanding of work-family fit. Data were collected from the national survey of midlife development in the United States were used to compare different combinations of work-family conflict and work-family facilitation. Results suggested that family to work facilitation is a family protective factor that offsets and buffers the deleterious effects of work-family conflict on mental health. The result across the outcome suggests that work-family conflict and facilitation must be considered separately and that adult mental health is optimized when family to work facilitation is high family to work and work to family conflict is low.

Beauregard (2004), focused on two separate samples of UK public sector employees, comprising 208 and 226 respondents respectively, to pursue three aims: a) to examine the roles of gender and of personality in contributing to interference, as well as the potential for characteristics associated with one domain (e.g., home) to influence the degree of interference generated by the opposing domain (e.g., work); b) to investigate the link between interference and extra-role work behaviours such as organizational citizenship and workplace deviance; and c) to extend existing knowledge of coping strategies for dealing with work-home interference. The findings indicated that gender moderated the effects of both home- and work-related characteristics on home interference with work, and that dispositional variables were capable of predicting work-home interference above and beyond the effects of situational characteristics. With regard to behavioural outcomes, work-home interference predicted increased workplace deviance.
amongst employees. Work interference with home was associated with greater employee participation in organizational citizenship behaviours, while the opposite was true for home interference with work. In terms of coping with interference, cognitive reappraisal was identified as the most effective strategy, and gender was found to moderate the effect of certain coping strategies on interference.

Holbrook (2005) study results are:

- Work autonomy and job satisfaction was significantly correlated with work-to-family facilitation

- Work-family conflict was significantly correlated with family-to-work facilitation and family-work conflict was significantly correlated with work-to-family facilitation,

- Psychological distress was negatively related to the work-to-family facilitation and significantly correlated with family-to-work facilitation and in the predicted direction

- correlation between parental demands and work-to family facilitation was not significant

- Number of children living at home, number of hours spent in household chores, life satisfaction, and family satisfaction are positively correlated with the work-to-family facilitation and family-to-work facilitation scales. The positive correlations pertaining to the predictions between life satisfaction and work-family facilitation and family-to-work facilitation were significant and family satisfaction was significantly correlated with family-to-work facilitation.
Peeters et al. (2005) studied the distinction between work and home domains in the explanation of burnout. First, a three-factor structure of job and a home demand were hypothesized, consisting of quantitative demands, emotional demands, and mental demands. Next, a model was tested that delineates how demands in both life domains are related to occupational burnout through work-home interference (WHI) and home-work interference (HWI). The sample consisted of 1264 respondents. The partial mediating role of WHI and HWI was examined. Consistent with hypotheses, empirical support was found for the three-factor structure of both job and home demands as well as for the partial mediating effects of both WHI and HWI. Job demands and home demands appeared to have a direct and indirect effect (through WHI and HWI, respectively) on burnout.

Bulger et al. (2007) interested in understanding the boundaries surrounding the work and personal life domains, few have tested the propositions set forth by theory. Boundary theory proposes that individuals manage the boundaries between work and personal life through processes of segmenting and/or integrating the domains. The study investigated boundary management profiles of 332 workers in an investigation of the segmentation-integration continuum. Results also indicated relationships between boundary management practices and work-personal life interference and work-personal life enhancement. Less flexible and more permeable boundaries were related to more interference, while more flexible and more permeable boundaries were related to more enhancements.

Hsieh et al. (2008) focused on two main purposes: to assess lodging managers perceptions of difficulties and success in balancing their personal and work lives, and to investigate if lodging managers' work interferes with or is
enhanced by their personal lives, or vice versa. Data were collected at 83 hotels managed by a US hotel management company. The sample size consisted of 295. The results indicated that most lodging managers believe that they have struck a satisfactory balance between their work and personal lives. The study identified the respective bidirectional effects of the interaction between work and personal life. Personal life boundaries are more permeable to work demands than work boundaries are to personal life demands.

Schieman et al. (2009) offered three main contributions: (a) the social distribution of work-non work interference across social statuses and dimensions of stratification; (b) a conceptual framework that specifies the influence of a comprehensive set of work resources and demands on interference and their contributions to its social distribution; and (c) a “stress of higher status” perspective to understand the paradoxical influence of some work conditions on work-non work interference. Using data from a 2005 survey of U.S. workers, it was found that a high percentage of employed men and women report that work interferes with non work life. The research findings generally supported both the demands hypothesis and the stress of higher status hypothesis, with patterns from both factors contributing substantially to the social distribution of work non work interference.

Klein and Izquierdo (2009) investigated children’s contributions to household work through the analysis of interview data and scan sampling data collected among 30 middle-class dual-earner families in Los Angeles, California. The result revealed through comparative analysis stated that most children in the study spend surprisingly little time helping around the house and engage in fewer tasks than what they report in interviews. Within the context of children’s minimal
participation in household work, it was found that allowance is not an effective motivator, but that children in families with access to paid domestic help tend to be less helpful than children in families without. The study suggested that while most children are aware that their working parents need help, in some families, inconsistent and unclear expectations from parents negatively affect children’s participation in household work.

**Gareis et al. (2009)** compared how work-family conflict and enrichment might operate to predict well-being such as mental health, life satisfaction, affect balance, partner relationship quality. The sample was collected from the Midlife Development in the United States. The sample size consisted of 2,031. The result found no support for a relative-difference model in which the conflict-enrichment balance predicted outcomes. In the work-to-family direction, the additive model fit best: Both work to-family conflict and work-to-family enrichment were independently linked to outcomes. In the family-to-work direction, the interactive model fit best: Family-to-work enrichment buffered the negative outcomes ordinarily linked to family to-work conflict. Enrichment is key because with the additive model, it contributed incremental explanatory power, and with the buffering model, it conditioned conflict-outcome relationships. Work-to-family conflict and family-to work enrichment appeared particularly salient for well-being.

**Harris and Sebar (2011)** studied the interference between work and personal life (work-life interference) by collecting sample from 301 Australian Muslim men, a significant ethno-religious cultural minority. Results indicated that participants experience low levels of interference and the pattern is similar to that found among workers from societies known to uphold collectivistic cultural
values. In accordance with workers in such societies, job demands were a stronger predictor of interference than work hours, which raise doubts about the effectiveness of work-life policies such as flexible work options around working hours.

Anwar and Shahzad (2011) investigated the impact of work life conflict on the work/job performance of the employees in the cultural context of Pakistan. The data collected from 119 employees working in different organizations of Pakistan. Correlation and regression analysis were used to find the association between variables of the study. The results of the study revealed that there is statistically insignificant negative relationship between work life conflict and perceived employee performance in Pakistan.

Hussain and Mujtaba (2012) explored the impact of work-life conflicts on employee performance. A sample of 130 respondents was selected from the National Database and Registration Authority. The results indicated that gender had no significant effect on performance and work-life conflicts whereas marital status of the respondents had a significant impact on the work-life conflicts.

2.4.2. PERSONAL LIFE INTERFERENCE WITH WORK

Ten Brummelhuis et al. (2010) investigated whether family-to-work interference (FWI) experienced by the employee affects the work outcomes of a co-worker. It predicted that the employee's FWI had an effect on the co-worker's outcomes through the crossover of positive and negative work attitudes. A sample consisted of 1430. The study found that the employee's FWI had a positive relationship with the co-worker's sickness absence through the crossover of feelings of burnout. Similarly, employee FWI was positively related to co-worker
turnover intention through the crossover of (reduced) work engagement. The results showed that family matters at work, affecting not only employee but also co-worker work outcomes.

2.4.3. WORK/ PERSONAL LIFE ENHANCEMENT

Rincy and Panchanatham (2010) developed a 42 items four factor instrument for measuring the Work-life balance (WLB) of employees working in the service sector. The data were collected from 375 employees working in the various categories of service sector. Results revealed that significant negative correlations between Interference of work with personal life and WLB as well as Interference of personal life with work and WLB. On the contrary Work enhancement with personal life as well as Personal life enhancement with work was having significant positive correlations with WLB.

Amanjot and Ajay Kumar Singh (2013) identified the factors affecting work life balance and subjective well-being in selected organizations, i.e. University of Delhi and Public Sector banks. A sample of 59 employees was selected. Study revealed that:

- Higher the level of conflict, lower is the work-life balance. In Banking particularly both WFC and FWC are greater as compared to Education. More than family work conflict it is the Work family conflict which affects the work life balance. Also work family enrichment leads to a positive spillover of the two domains on each other leading to a higher work life balance. Job satisfaction also has a positive impact on the work life balance of an individual,
• Having a good balance has positive outcomes in terms of higher Organizational Citizenship behaviors in both Education and Banking. Work life balance was found to be negatively related to intentions to quit in both the sectors,

• Having achieved a balance between Work and life helps in increasing an individual’s satisfaction with life as a whole. A higher work life balance is indeed a predictor of higher feelings of well-being in both sectors,

• Work Life Conflict lowers an individual’s work life balance. Both Family work conflict and Work family conflict have been found to be negatively related to Work life balance, and

• There is no definite link between various social and demographic variables like gender, age, marital status, no. of children, family structure, income etc. on the work life balance of the employees in both sectors.

2.5 OUTCOME VARIABLE- LIFE SATISFACTION

Gupta and Murthy (1984) analysed Role Conflict and coping strategies among working and nonworking women. A group of 180 women was selected from 16 localities of Bangalore. The results indicated that role conflict was as reality for both working and non-working women but it was higher among women with less satisfaction than the counterparts.

Adams et al. (1996) found that relationships between work and family can have an important effect on job and life satisfaction and the level of involvement the worker assigns to work and family roles is associated with this relationship.
Daga and Husain (1997) examined the influence of stress and quality of life among working women. The sample consisted of 300 working women (doctors, lecturers and clerk). The quality of life was administered to the respondents. The main findings of the study were quality of life was correlated negatively and significantly with stress among working women. Quality of life was found to be a significant predictor of stress.

Duxbury and Higgins (2001) examined the effects of three types of work family conflict – role overload (having too much to do), work to family interference and family to work interference on the organizational performance and quality of life of employees. It was found that work-life conflict had a negative impact on organizational performance and on employees. Employees who are overloaded or whose work interfered with family (vice-versa) were highly stressed, experienced burnout, expressed dissatisfaction with life, and were in poor mental/physical health.

Siedlecki et al. (2008) studied the relations among the Satisfaction with Life Scale and a number of personality, affect, demographic, and cognitive variables was examined with a sample of 818 participants between the ages of 18 and 94. The results indicated that although many variables had significant zero-order correlations with the Satisfaction with Life Scale, only a few variables had unique utility in predicting life satisfaction. Invariance analyses indicated that while the qualitative nature of life satisfaction remains constant across adult age, the influence of fluid intelligence on judgments of life satisfaction declines with age. In contrast, negative affect is negatively associated with life satisfaction consistently across the adult age span.
Achour and Boerhannoeddin (2011) examined religiosity as a strategy to achieve employees well-being among Muslim women academic staff of Malaysian learning institutions. The determinants of well-being included under this study are job satisfaction, family satisfaction, and life satisfaction. The results showed that religiosity is positively related with well-being and work-family demands, and although negatively not significant, related with work-family conflict. The result revealed that work-family conflict is significantly related with work-family demands and negatively related with well-being.

Ervin (2012) assessed work-life balance in graduate assistants and their supervisors by comparing their levels of work-family conflict, work-extracurricular conflict, job satisfaction, and life satisfaction. Data were collected from 47 graduate assistants and supervisors working in five Divisions I university athletic departments. The findings revealed that there was significant difference between graduate assistants and supervisors’ job satisfaction, while determining they did not differ on work-family conflict, work-extracurricular conflict and life satisfaction levels.

Chitra Devi and Sheela Rani (2012) examined the relationship between work-life balance and life satisfaction and family satisfaction. Data were collected from 280 women employees working in BPOs at Chennai. The relationship between the variables was analysed using correlation. The result showed that there is a positive relationship between work-life balance and life satisfaction and work-life balance and family satisfaction.

Kasimatis and Guastello (2012) investigated the effects of Work role and parenting style on life satisfaction in midlife mothers. The data were collected from 432 mothers of college-aged children. Result indicated that Work role was found to
be non-significant in relation to midlife mothers’ life satisfaction, whereas an authoritative parenting style was significantly correlated to this same variable. Employed mothers did report being more stressed, especially when their children were younger, but again maternal work role was not predictive of these women’s life satisfaction in midlife.

2.6 WORK-LIFE PROGRAMMES

Kossek et al. (1999) indicated that managers fail to take advantage of flexible work schedules to integrate work and life demands. A survey was conducted of approximately 1,000 managers who had three alternative schedule options: flextime, part-time work, and leave of absence. Managers who were women or who had work group peers who was schedule users was more likely to use each schedule. Managers’ productivity concern was highest for flextime, then leaves, and least for part-time work. Organizational cultural change can occur if managers take the lead in their work groups to use flexible schedules in order to remove social barriers

Tausig and Fenwick (2001) examined the possibility that alternate work schedules affect perceived work-life imbalance—the “time bind.” The sample for the study consisted of 2958 individuals. The results showed that alternate schedules Per se do not “unbind” time. However, perceived control of work schedules increases work-life balance net of family and work characteristics. The most consistent family characteristic predicting imbalance is being a parent. The most consistent work characteristic predicting imbalance is hours worked.

Fiona Lee (2002) investigated the attitude of employees from one Australian organisation with respect to Work-life issues. Supportive work practices
were examined in relation to employee levels of work-life balance. These work practices included organisational culture; supervisor support and work-life benefit programs. The sample for the study is collected from 214 employees from a variety of departments, functions, and levels within the organisation. It was found that employee perception of the organisations work-life culture was a significant predictor of levels of work-life balance. Neither supervisor support nor the number of benefits used was shown to be associated with work-life balance. Job type was the only individual characteristics of the employee that was a significant predictor of work-life balance with employees of the supervisory level reporting lower levels of balance than non-supervisors. An employee was most aware of the company offering maternity leave, study assistance programs and flexible hours. A flexible hour was the most commonly used employee-friendly benefits. Female employees recalled a higher number of employee-friendly benefits, and perceived such benefits as being fairer that their male colleagues. The study suggested that organisations can assist employees to achieve balance between work and non-work domains by considering supportive work practices and issues beyond the availability of work-life benefit programs.

Ken Roberts (2007) reviewed international evidence on hours of work and time use, and the academic literature on employees’ attitudes towards their hours of work, and perceptions and complaints about work-life imbalances. The major findings of the study was working time has not lengthened and complaints about time pressure are unrelated to hours actually worked. The sources of the widespread dissatisfaction with current work schedules will lie in a combination of other trends – increased labour market participation by women, work intensification, the spread of feelings of job insecurity, more work being done at
odd hours, the spread of new information and communication technologies, free
time increasing more slowly than spending power and aspirations, and relatively
long hours becoming more common among employees (and the self-employed) in
higher status jobs. An outcome is unlikely to be a general downward trend in hours
worked on account of the substantial opportunity costs that would often be
incurred by employees, and because some (mainly middle class) employees have
access to a number of effective coping strategies.

Helen Lingard et al., (2007) described the post hoc evaluation of a
compressed work week reducing the length of the working week, but increasing
the length of the working day_ in a case study project alliance in Queensland,
Australia. Quantitative and qualitative data are presented to demonstrate the
beneficial impact of the initiative on employees’ work-life balance. A sample
consisted of 42 Wivenhoe Alliance employees. The evaluation provides prima
facie evidence that alternative work schedules can improve construction
employees’ work-life balance, creating benefits for construction employees and
organizations. The study concluded that project alliances provide an ideal
environment in which work-life balance initiatives can help to create
high-performance work systems in the construction sector.

Jang (2008) examined the associations among workplace policies and
supports and perceived well-being among parents with children. This study utilized
two data sources and methods: a secondary analysis of quantitative data on 1,200
employees with children from the nationally representative 2002 National Study of
the Changing Workforce, and qualitative data generated from in-depth interviews
with 27 working parents in New Jersey who have a child with a chronic illness or
disability. It was found that positive perceptions of workplace support, supervisory
support, and workplace flexibility were all associated with more positive work-life balance, which in turn was positively associated with perceptions of well-being.

Waumsley and Houston (2009) examined men, women, managerial and non-managerial evaluations of employees who either used flexible working practices, worked long hours or worked regular hours. It also compared attitude towards employees and their perceived success as a function of the reason as to why they used flexible working practices. Results showed individuals working the longest hours were perceived to significantly outperform all those who worked regular hours or who took part in some kind of flexible working option. Women with caring responsibilities were consistently viewed as less productive and more likely to leave their employment than men.

Ruby (Yi-Ju) Chang (2009) explored the relationship between employees supportive resource such as workplace support and non-work support and their work-life balance in Taiwan. The roles of work-life balance’s four components namely work-to-life conflict, life-to-work conflict, work-to-life facilitation, and life-to-work facilitation in the relationship between support and employee outcomes such as psychological wellbeing, turnover intention, affective and continuance organizational commitment were examined. The sample size of the study consisted of 658. The result of this study suggested that three kinds of support namely organizational support, supervisor support, and non-work support were positively related to employees’ work-life balance. However, no significant relationship was found between the availability and usage of the work-life balance policies and employees’ work-life balance. More importantly, it was found that work-life balance and four components mediate the relationship between
supervisor support and all employee outcomes. The relationship between employees' awareness of the policies that the organization offered and favourable employee outcomes is also mediated by work-life balance. Interestingly, the availability and usage of the policies were not found to be related to either employees' better work-life balance or favourable employee outcomes. It is thus recommended that emphasizing supervisor support might be a better option than introducing various work-life balance policies for employees to achieve a better work-life balance. Otherwise, the work-life balance policies offered have to meet employees' needs.

**Dubey et al. (2010)** identified the impact of various personal factors like family support, proper health, diet, age on work-life balance of working women. Further an attempt is made through sample survey (on women employee in public and private sector) to bring to the notice, employer's contribution is balancing women employees personal and professional life. Various intramural and extramural factors like fair compensation, fringe benefits, Training programs and their quality, working environment such as infrastructure, setting arrangement, ambience and other schemes and their impact on work-life balance is also explored through this study. The sample consisted of 80 working women in public organizations and private organisations. The study concluded that statistically significant relationship between age, working environment, training programs and fringe benefits provided by organization and women's ability to balance work-life.

**Sakthivel Rania et al. (2011)** analyzed the relationship between employee satisfaction and work-life balance. The construct used for this study consisted of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work-life balance. The study
was conducted on a total of 210 respondents working in IT organization. The study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. The Findings suggested that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

**Sabil and Marican (2011)** examined the relationship between working hours with work family conflict and work-family enrichment. The data collected from 286 married professional women that are working with the government sector in Sarawak, Malaysia. Results indicated that the average working hours is 45 hours per week. The findings revealed that working hours had a positive relationship towards work-family conflict, however no relationship with work-family enrichment. The results suggested that practicing work-home segmentation and support from family members help them to manage work and family commitment effectively and efficiently.

**Jeff Hyman et al. (2005)** examined employment in prototypical new sectors of the economy, namely call centres and software, the data for the study is collected from four Scottish call centres and three software companies collected between May 1999 and December 2001. The sample consisted of 1131. The result of the study indicated that all call-centre workers, 236 claimed that they had dependants and 209 that they had care responsibilities. The gender, age and responsibility profile of software workers were significantly different. Males were the majority across these software firms and the age profile was older, with half the sample over 30. Consistent with the more balanced age profile in software firms, a slightly higher percentage in these companies had care responsibilities, although
this burden was significantly more likely to be found amongst the female software workers.

Aiswarya and Ramasundaram (2011) pointed out that there is a direct proportional relationship between the working hours and the work life balance. Out of the sample size of 598 respondents, majority of the high conflict segment comprised of respondents who work ten hours per day while very few respondents who work eight hours per day were found to have high conflict. The study was conducted on women employees in IT sector and it shows a wide gap between work life conflict levels of females who work for 8 hours and those who work for 10 hours.

Baral and Bhargava (2011) focused on the current status of work-life balance benefits and programmes in Indian organisations and to identify its future prospects. The paper discussed the challenges for effective implementation of such policies, which can help HR managers to be cautious before introducing work-life balance benefits and programmes in their respective organisations. Analysis of literature and available data suggested that family-friendliness of employers in India have been reflected in various welfare provisions which had been a matter of concern for employers since industrialization. With time, the scope and coverage of such initiatives had broadened and had become more individual growth and family well-being oriented. However, these policies and practices are more prominent in new economy organisations such as software and services organisations. Moreover, the range of work-life balance benefits and programmes varies across organisations and there is still a long way to go when work-life balance benefits and programmes will become strategic HR initiatives in most organisations. Result suggested that
organisations need to incorporate work-life balance benefits and programmes and encourage a culture that support utilizing them to ensure employee commitment and productivity. While introducing work-life balance benefits and programmes congruence between employees needs and organisational values also should be considered.

**Uma Seshadri and Debendra Kar (2012)** involved in gathering of opinion of working women in dual career families on work life balance variables and support required from employers. It concluded that working women perceive that organizational policies that promote flexible work arrangements have positive direct association with work life balance. Thus, time flexibility is the most important factor considered by women employees to balance their work and family life. Particularly the following factors affected this perception: ability to interrupt office work to attend family matters and return to work, ability to arrange a convenient work schedule, provision to work partially from home, provision of leave when required, provision of child care as well as elderly care facilities, etc. an overwhelming 93% of the respondents agreed that they would work hard to manage both work and family while 88.6% said they would not mind spending more time on fulfilling family’s responsibilities, thus indicating importance of family in women’s lives. A majority of women (90% of respondents) indicated that they expect support from organizations to give them permission to attend advanced courses/conferences, etc, suggesting strong desire to continuously advance their knowledge and skill set. Also, the study point out that organizational support is very crucial in selecting job opportunities and in achieving a desired level of work life balance.
Vanishree (2012) investigated the factors affecting Work-life balance, work-life balance arrangements availed by the employees and impact of Work-life Balance on employees’ work life, family life, personal life and on employees’ relationship with management and employees. The data pertaining to the study was collected from 200 professionals working in BPO companies in Hyderabad to analyse the Work-life balance. Analysis of literature and available data revealed that many employees are facing problems in adjusting their family life and personal life with their Organisational workload.

Manisha Purohit (2013) compared and contrasts the organizational perspectives on work-life balance initiatives of companies from industrial sectors, namely, Manufacturing, Information technology, Educational and Banking sector. The data for this study was collected from all leading organizations in Pune falling under the purview of the four sectors namely, Manufacturing, Information technology, Educational and Banking sector constituted the Universe. The sample consisted of 30. The data revealed that only some companies had work-life balance policies as part of the policies concerning employees out of hardly companies had similar policies across all operations around the globe.