In order to understand the present and future, one needs to understand the past thoroughly. Whenever an attempt is made to create a new knowledge and understanding, it is worthwhile to take a stock of existing one, to build upon it, rather than to mere dwell into the same territory repeatedly. It not only helps in taking the inventory of the work that has been done, but also helps in identifying new directions and challenges for the future. This reflective process is essential in order to derive the maximum benefits from future research. With this in mind, an attempt has been made in this chapter to take stock of the existing work on work-family conflict among working couples that had its bearing in the literary domain of the field and further to find out the gaps for future endeavors.

2.1 Working Couples/ Dual Career Couples

The term dual-career couples has been first coined by Rapoport and Rapoport (1976) and refers to a specific type of dual-worker family in which both members pursue a professional career and aspire occupational advancement. Dual-worker families, on the other hand, reflect more a necessity rather than a desire to work. In other words, dual worker families’ work in order to earn a family income and their motivations are primarily driven by monetary rewards rather than a need for self-fulfilment. Some authors have argued for the use of the term dual-earner family over a dual - worker. Aldous (1982), for example, pointed out that using the dual-worker terminology would imply that women’s unpaid work in the household is not “genuine” work. Although, the utilization of the term dual-earner has recognizable merit, the term dual-career couple was utilized in this research (Gorissen, 2009).

Many researchers have identified different types of dual-career families. Rapoport and Rapoport (1971) identified four types of dual-career families: familistic, careerist, conventional, and coordinate. Familistic couples are for the most part active in the household sphere, whereas careerist is primarily concerned about occupational advancement. Conventional families are those in which traditional family roles prevail; the female subordinates her career aspirations in favour of the man. Lastly, coordinate type families are characterized by a careerist male who is willing to play a
part in the household and a family-oriented female with career aspirations. Hall and Hall (1980) also identified four general types of dual-career couples: accommodators, adversaries, allies and acrobats. These four types are characterized by either high or low involvement with family and career issues.

2.2 Stressors to Working Couples/ Dual Career Couples

Rigid work schedules further exacerbate the conflict between professional and family demands. The ‘arrive early, leave late’ pressures that prevail in many organizations and the intensive demands that career typically demand are often incompatible with the dual-career lifestyle. Dual-career employees find themselves in a constant juggling act to combine work and family demands. To make matters worse; the careers of both partners are highly interrelated and career choices and experiences of each partner are likely to affect the other (Parker and Arthur, 2004). Competition can surface as a problem in dual-career marriages, especially when partners try to compare career advancement and personal accomplishments (Paddock and Schwartz, 1986). According to the Parker and Arthur (2004), the challenge for dual-career couples is to coordinate two independent journeys and to assure that each contributes to the accomplishments of the other.

2.2.1 Stereotyping and Family Roles

One of the major hurdles in the career progression of women is stereotyping. Stereotyping is the process of categorizing an individual into a particular group and attributing a set of characteristics to the individual on the basis of the group membership (Davidson and Cooper, 1993). Gender stereotypes or sex stereotypes are shared beliefs about the psychological traits of women and men (Moore, 1995; Konrad and Linnehan, 1999).

In the world of work, Schien (2001) found that barriers to women in management exist worldwide. She noted, although women represent more than 40 per cent of the world’s labor force, their share of management positions remains unacceptably low. The author concludes, based on numerous studies, that there is a view of “think managers=think male” syndrome that is held globally, especially among males. Even in traditional feminine professions such as social work and education, women do not occupy key decision-making jobs in proportion to their numbers. Women tend to stay in doer position with low-paying jobs while men plan,

2.2.2 Other Barriers

The barrier is defined as a factor, event or phenomenon that prevents or controls access to individuals from making progress. Barriers may be tangible or intangible, actual or perceived by the recipient (Maskell-Pretz and Hopkins, 1997). The glass ceiling is a phenomenon which argues that a barrier is so subtle and transparent yet so strong that it prevents women and minorities from moving up in the management hierarchy (Powell and Graves, 2003). The following section discusses three types of barriers, namely, family, societal, and organizational-related barriers (Ismail and Ibrahim, 2007).

Family-Related Barriers

In the view of most employers and many employees, the gender division of labour frees men from domestic and childcare responsibilities at home (Charles and Davies, 2000). Based on a comparative study of work structures between Americans and Europeans discussed in Williams and Cooper (2004), women do 65-85 per cent of childcare work and more than 70 per cent of elderly care work. As women reduce their time in the workplace, they see depressed wages and lack of benefits and advancement that accompany that choice.

Societal-Related Barriers

Ridgeway and Correll (2004) demonstrates the negative effect of the ideal worker's belief to working mothers. As sanctioned by the belief that a good mother must give less effort and priority to work demands, she is therefore seen as a less committed worker. Based on a social role theory that guides the judgment of mothers and fathers, Feugen et.al.’s (2004) sampled participants judged full-time employed mothers as violating the norms of caretaker role, but employed fathers embody the provider role. As such, motherhood would have a detrimental effect on women’s career opportunities, but an enhancing effect on men’s opportunities (Ismail and Ibrahim, 2007).

Organizational-Related Barriers

The concept of organizational culture is important to understand the barriers faced by career women. Harvey and Brown (1996) define organizational culture as a
system of shared meanings, values, beliefs, practices, group names of the members to produce behavioural norms with regard to the working conditions of the organization. Organizational culture is often cited as either the key facilitator or barrier to work-life policies, as cultural norms often over-ride formal policy intentions. A supportive culture can improve morale and motivate people to reduce stress and absences (Wise and Bond, 2003; Charles and Davies, 2000; Ismail and Ibrahim, 2007) and vice versa.

2.2.3 Work-overload/ Overtime and Dynamic Interplay between Work and Family

“Families operate as social systems, with an interrelationship between work and non work roles, so that tensions in one are inevitably transferred to the other” (Elloy and Smith, 2003). Green and Zenisek (1983) argue that the employees’ actions at work are essentially determined by the larger setting in which the work is performed and for this reason companies cannot and should not disregard the existence of a family and social life of their employees. Accordingly, Gorissen (2009) found that stress is often caused by a dynamic interplay of organizational and non organizational (i.e. family) issues. “Stress commonly results from work overload, role conflict and role ambiguity, which may combine to generate work-family conflict” (Elloy and Smith, 2003). Elloy and Smith (2003) argue that dual-careerists are especially susceptible to work overload since they have to perform multiple roles, leading to tensions between career and domestic demands. Although, both partners may experience work overload as a result of the concurrent work and family demands, several studies found that women are more vulnerable to work-overload and experience more aggravation than their spouses, especially when they are concomitantly pursuing a professional career and raising young children (Skinner, 1980; Gutpa and Jenkins, 1985). Still (1993) argues that career-oriented women face, inherently greater pressures, something that may partially explain the fact that many senior women managers are single.

In sum, extent research has found that dual-career families, in particular women, are vulnerable to the combined effects of domestic and work-related overload and have to perform a constant balancing act in order to safeguard themselves from the often detrimental consequences of stress (Gorissen, 2009).
2.2.4 Supervisory and Co-worker Support

Supervisory Support or supportive supervisor has been conceptually defined by Thomas and Ganster (1995) as the person one who “empathizes with the employee's desire to seek balance between work and family responsibilities” (Thomas and Ganster, 1995). Additionally, it was found that supportive supervision is positively related to loyalty to the organization (Roehling et al., 2001) and also to improving employees' usage of work–family policies in order to reduce work-family conflict (Blair-Loy and Wharton, 2002; Kalev et al., 2006; Straub, 2012). Chou and Cheung (2013) explained in their study that along with family friendly practices supervisory support is very important as they are the authorities who are responsible for proper execution of these policies. Also, encouragement from supervisor has significant impact on his subordinates who seek to use a specific family friendly policy that helps them to reduce work-family conflict (Thomas and Ganster, 1995; Allen, 2001; Poelmans et al., 2003; Casper et al., 2004; Hopkins, 2005; Webber et al., 2010; Kossek et al., 2011; Munir et al., 2012; Sachau et al., 2012).

Co-worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support when it's required (Zhou and George, 2001). Colleagues may share their knowledge and expertise when an employee is faced with a difficult and novel task for which a solution is not readily available at that point of time (Scott and Bruce, 1994). Employees may also acquire task-relevant knowledge and expertise from supportive coworkers, which may make new ways of making things possible in a better way (Perry-Smith, 2006).

2.2.5 Role Conflict and Ambiguity

Gorrison (2009) found that although most studies have focused primarily on the stresses and strains associated with the multiple demands of managing two parallel careers (Rapoport and Rapoport, 1980; Sekaran, 1983, 1989; Higgins et al., 1992). Researchers have examined the influence of role conflict and role ambiguity upon personal satisfaction, job performance and career development (Hertz, 1986; Smith, 1994). Role conflict is caused by opposing demands within one role or between multiple roles. Role ambiguity is caused by insufficient information regarding a certain role, leading to uncertainty concerning the expectations and behaviours that
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are associated with that role (Gutpa and Jenkins, 1985; Lewis and Cooper, 1988). Sekaran (1986) argues that women are more susceptible to role conflict than their male counterparts, since they generally experience greater difficulties with placing their careers above their families. Most research on dual-career role conflict has focused on work-family conflict as the primary source of role conflict (Elloy and Smith, 2003).

2.2.6 Employee Control and Time Management

Batt and Valcour (2003) found that Perceived control over managing work and family demands is related to the idea of integrating work and family demands in a controlled manner. Control is defined as “the belief that one can exert some influence over the environment, either directly or indirectly, so that the whole environment becomes more rewarding or less threatening” (Thomas and Ganster, 1995). Past research has found that such control is negatively related to work-family conflict and undesirable health outcomes and positively related to job satisfaction and desirable better health outcomes (Adams and Jex, 1999; Thomas and Ganster, 1995). Employees who have less control at work—including longer work hours and more travel— are likely to report higher work-family conflict, less control over managing work and family demands, and more probability of quitting (Batt and Valcour, 2003).

Although some busy dual-career families might benefit from time management tips and strategies, it is important to acknowledge that these individuals are, in most cases, already doing a lot in a limited amount of time available to them. However, recent studies suggest that multitasking may reduce productivity instead of enhancing it (Rubinstein et.al., 2001). Counselors might help dual-career couples to make decision about their priorities and allocate their time accordingly, access external supports (e.g., housekeepers or childcare), or choose to invest in time-saving equipment (Haddock, 2002). They might also focus on helping individuals to avoid multitasking, to cluster similar activities together in order to save time (e.g., complete shopping, errands, and appointments on the same day), and build in sufficient time for self-care and personal/professional development (Neault and Pickerell, 2005).

2.2.7 Job Competence and Autonomy

Competence (or competency) is the ability of an individual to do a job properly. A competency is a set of defined behaviours that provide a structured
guide enabling the identification, evaluation and development of the behaviours in individual employees. The term "competence" first appeared in an article authored by White (1959) as a concept for performance motivation. Some scholars see "competence" as a combination of knowledge, skills and behaviour used to improve performance; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role (Collin, 1989). Regardless of training, competency would grow through experience and the extent of an individual to learn and adapt. Competency has different meanings, and continues to remain one of the most diffuse terms in the management development sector, and the organizational and occupational literature (Collin, 1989).

Literature has shown consistent positive relationships between intrinsically rewarding work and individual outcomes such as job satisfaction. From the large literature on job characteristics (Hackman and Oldham, 1980; Karasek and Theorell, 1990; Karasek, 1979; Lawler and Hall, 1973), for example, there is strong evidence that autonomy in decision making is associated with higher job satisfaction and lower chances to quit (Hom and Griffeth, 1995). Batt and Valcour (2003) also found that employers often worry, however, that greater individual autonomy or control for individual employees will simply undermine its productivity. Some recent research by Bailyn and others, however, suggests otherwise (Bailyn, 1993; Bailyn et.al., 2000; Perlow, 1997) and found that long hours interfered with the employees’ home lives, and engendered a vicious circle of long hours, high stress, low productivity, and also leads to work-life conflict.

2.2.8 Flexibility in Work Arrangements

As long as the number of dual-career couples continues to increase, employers are expected to become more involved in their employees’ family dilemmas and pointed out that these dual-career couples represent a different category of employees that demands a renewal of HR practices and policies (Wilcox-Matthew and Minor, 1989). Old policies that worked particularly well with single-career families are not suited for dual-career couples and are therefore expected to bring about unanticipated reactions from dual-careerists (Green and Zenisek, 1983). Pierce and Delahaye (1996) complement this by saying that the inflexible work arrangements demanded by most organizations are incompatible with the dual-career lifestyle and contribute to the stresses and strains of their daily lives. Karambaya and Reilly (1992) found that
increased freedom in work schedules enables dual career couples to better cope with time-based conflict between work and family roles. According to several studies, line managers still share the conviction that productivity equates with physical presence in the office (Cooper and Lewis, 1993; Shelley, 1992; Christensen, 1992) and hence, managers are often reluctant to provide employees with the opportunity to work from home. Pierce and Delahaye (1996) also encountered strong management opposition against the notion of homework.

De Graaff and Rietveld (2006) posit that although figures of teleworking are relatively scarce and international comparisons are difficult to make, the general impression is that teleworkers are still relatively low in number. Figures usually show that Europe, Finland, Sweden and the Netherlands have the highest proportion of teleworkers (De Graaff and Rietveld, 2006). Prior research has identified a number of restrictions and disincentives together with the accruable benefits of teleworking (Olson, 1983; Yap and Tng, 1990; Mokhtarian, 1998; Brewer and Hensher, 2000; Illegems and Verbeke, 2003). Starting with the impediments to teleworking, it is often argued that workers may actually get pleasure from being at work and commuting (Redmond and Mokhtarian, 2001).

### 2.2.9 Childcare and Eldercare

Finding good and reliable childcare is an often problematic undertaking for dual career couples and most parents experience feelings of guilt when placing their children in long-day care (Chapman, 1987). Maas (1990) points out that childcare services are not only difficult to obtain but are also extremely expensive. Regarding the financial aspect of childcare, dual-career couples are advantaged over their single-income counterparts as the collective family income facilitates the avoidance of high quality childcare (Pierce and Delahaye, 1996). Notwithstanding this financial advantage, dual-career couples are facing great difficulties in balancing the concurrent demands of a professional or managerial career with those of a young family (Bruce and Reed, 1991). The childcare dilemma is further amplified by long and intensive work days, which are often necessary in order to achieve career advancement. According to Mandell (2003), this is why nannies, who are in essence hired as a substitute mother, may effectively fulfill the parental role in the domestic sphere. Hertz (1986) also found that hiring individual help is the most favored childcare arrangement among dual-career couples.
Lockwood (2003) also pointed out one of the most significant trends in work/life balance is the increasing focus on elder care. Many other researchers point out that work/life professionals anticipate elder care will become a major issue in the coming years (Lockwood, 2003). In addition, the Labor Project for Working Families states that 40% of people caring for elders also have childcare responsibilities. These trends have led to the baby boomer generation being known as the “sandwich generation.” A growing number of companies offer work/life programs addressing eldercare. Elder care programs include eldercare referral service (20% of respondents), emergency eldercare (3% of respondents), subsidy of eldercare cost (2% of respondents), and paid eldercare (1% of respondents) (Lockwood, 2003).

2.2.10 The Dual Career Dilemma

Organizational mobility demands may cause augmented strains for already taxed dual-career couples, as it often poses the dilemma of having to decide between two careers (Pierce and Delahaye, 1996). “Traditionally, this decision has been rather straightforward, as it has been the male’s career, which received outright precedence” (Wallston et.al., 1978; Shaklee, 1989; Cooper and Lewis, 1993). Pierce and Delahaye (1996) emphasize that this decision has become more complex recently and is now primarily based on economically rational decision criteria. “In almost all couples, where a decision had been made to give one partner’s career outright precedence, the partner whose career took precedence earned significantly more than their spouse” (Pierce and Delahaye, 1996). The remaining couples made a decision based on career prospects and future earning potential. Also, quality of life factors such as proximity to family and friends and culture and climate of the host country were deemed important by the couples when deciding upon relocation. Cooper and Lewis (1993) indicate that the importance attached to these quality-of-life factors mirrors a trend where people are increasingly trying to find an improved balance between work and family life.

2.3 High Performance Work Practices (HPWPs)

High Performance Work Systems, sometimes known as high involvement or high commitment systems, are those systems which use a distinctive managerial approach that enables high performance through people (Pfeffer, 1998). Earlier studies have established strong links between high performance work practices
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(HPWPs)/ high involvement work practices and improved economic performance of organizations. They have also found that these practices give best results in a bundle or system that included contemporary HR practices as well (Macduffe, 1995a; Ichnniowski and Kochan, 1995; Ichnniowski et.al., 1997; Husellid, 1995; Arthur, 1992). Therefore, for economic rationality, HPWPs should be used widely. Although many authors have argued that imitation, learning, and diffusion of these practices had been slow and sporadic (Pfeffer, 1994; Osterman, 1994; Kochan and Osterman, 1994; Ichnniowski and Shaw, 1994). For this study, we have taken thirteen HPWPs and analysed their impacts on work-family conflict of dual career couples. HPWPs used in this study are reviewed in the following paragraphs:

Development includes training and development, career development, and organization development. With the continued increase in the number of dual-career couples, employers are expected to become more involved in their employees’ family dilemmas and pointed out that these dual-career couples represent a different category of employees that demands a renewal of HPWPs and policies (Wilcox-Matthew and Minor, 1989). Old policies that have worked particularly well with single-career families are not suited for dual-career couples and are therefore expected to bring about unanticipated reactions from dual-careerists (Green and Zenisek, 1983). Karambaya and Reilly (1992) have found that increase in freedom in work schedules enables dual career couples to better cope with time-based conflict between work and family roles. While on the other hand, Pierce and Delahaye (1996) have not found widespread acceptance of time flexibility among the organizations in their study.

Many researchers have found that work and organizational culture creates competitiveness since it changes employee behaviour by making them act consistently with the firm’s desired corporate culture, thereby influencing employee retention (Becker and Husellid, 1999; Chew et.al., 2005; Cutcher-Gershenfeld, 1991; Husellid, 1995; Kallenberg and Moody, 1994; Pfeffer, 1994) which directly or indirectly affects work-family conflict among working couples. Kundu and Mahlan (2009) have mentioned that compensation is all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship (Milkovich and Newman 1999). Many research studies have focused on determining various reasons of employees leaving organizations and also concentrating on factors positively influencing employees to stay (Hoisch, 2001) and also the benefits associated with
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retaining tenured workers (Ramlall, 2004) which includes an insufficient value for their work and performance along with other personal stressors.

Along with these three HR practices, other practices like coworker support, supervisory support, job competence, employee control, job autonomy, and over time are also taken as high performance work practices those reviewed in earlier paragraphs under different headings.

2.4 Benefits of Dual Career

Apart from the disruptive issues at work in the dual-career structure, prior research has also identified positive aspects associated with the dual-career lifestyle.

First, financial gains is likely to be achieved since woman usually can contribute substantially to the family income.“The increased standard of living possible with the increased income is often sufficient to induce both members of the couple to be gainfully employed” (Green and Zenisek, 1983). Russell (1986) argues that men’s active involvement in family roles makes them feel more confident and satisfied about the relationship with their children and hence, less pressured to strive for career advancement. Another advantage that has been identified in prior literature is that females are included in social networks that were previously unattainable in their homemaker role (Green and Zenisek, 1983). Their active involvement in these social networks offers opportunities for intellectual stimulation and personal growth (Hall and Hall, 1980). Baruch et.al. (2013) found that married women with children and high prestige jobs scored highest of all women on well-being. Besides, it was found that multiple role demands may not necessarily create role conflict, but may revitalize women, giving them more energy to complete all roles.

Green and Zenisek (1983) furthermore point out that participation in a professional setting enables both partners to identify with and understand each others problems and positions and thereby facilitates the mutual sharing of problems. “This mutual sharing of problems also leads to increased respect as the other’s accomplishments can be viewed more realistically and with greater mutual admiration and pride in accomplishments” (Green and Zenisek, 1983). Moreover, it is argued that the involvement of the female in a professional career enables males to acquire knowledge and gain new insight in related and unrelated industries. Hall and Hall (1980) put forward that partners who are working in a similar industry may positively
reinforce each other’s capability owing to a mutual understanding of the pressures and responsibilities the other is experiencing. According to Hall and Hall (1980), this reciprocal understanding enhances the provision of support and fosters identification with each other’s role requirement. Simpson and England (1981) found in their study that the increased role similarity in dual-career, relationships is an important predictor of enhanced marital solidarity and thus, dual-career couples were found to experience higher levels of marital quality than single-career couples. Lastly, it is argued by authors like Easterbrooks and Goldberg (1985) that the relationship between mothers and children is not adversely affected by maternal employment and may even be enhanced.

2.5 Work-Life Conflict/ Work-family conflict

Work-family conflict has been the focal point of the bulk of researches that looks into the meeting points between work and family (Barnett, 1998; Greenhaus and Parasuraman, 1999). Work-family conflict is denoted as an inter-role conflict which arises due to the incompatibility or absence of fit, in terms of roles at work and family. It is yet defined as “a form of inter-role conflict in which the role pressures of the work and family domains are mutually incompatible in some respect” (Greenhaus and Beutell, 1985). Aslam et.al. (2011) stated that work-family conflict occur when the contribution in work role creates problems in contribution of family role.

Researchers also have begun to consider the different forms of work–family conflict (Netemeyer et.al., 1996; Stephens and Sommer, 1993). Consistent with Greenhaus and Beutell’s (1985) definition, three forms of work–family conflict have been identified in the literature: (a) time-based conflict, (b) strain-based conflict, and (c) behaviour-based conflict. Time-based conflict may occur when time devoted to one role makes it difficult to participate in another role, strain-based conflict suggests that strain experienced in one role intrudes into and interferes with participation in another role, and behaviour-based conflict occurs when specific behaviours required in one role are incompatible with behavioural expectation in another role (Greenhaus and Beutell, 1985). Gutek et.al. (1991) argued that each of these three forms of work–family conflict has two directions: (a) conflict due to work interfering with family (WIF) and (b) conflict due to family interfering with work (FIW). When these three forms and two directions are combined six dimensions of work–family conflict result:
(1) time-based WIF, (2) time-based FIW, (3) strain-based WIF, (4) strain-based FIW, (5) behaviour-based WIF, and (6) behaviour-based FIW.

2.5.1 Time-Based Conflict

“The ascendancy of conflict between work and family domains is entrenched in scarcity theory, where personal resources such as time, energy, and attention are deemed to be finite, and that exertion of greater resources in one domain (i.e. work) inevitably results in reducing the amount of resources left for the other domain (i.e. family)” (Edwards and Rothbard, 2000; Greenhaus and Powell, 2006). In one of the earlier studies made on the framework of the work and family, Staines and O’Connor (1980) found that the competing requirements for time is one of the most commonly cited hindrance between work and family domains.

2.5.2 Strain-Based Conflict

Researches on inter-role conflict had expressed that uncurbed demands from one role deprive the performance of the other role by creating strain for the individual in the form of dissatisfaction, tension, anxiety, and fatigue (Greenhaus and Beutell, 1985; Edwards and Rothbard, 2000). In examining Greenhaus and Beutell’s (1985) explanation of strain-based conflict, Edwards and Rothbard (2000) “emphasize the depletion of personal resources as a result of physical and psychological strain, which in turn is needed for role performance.” “Despite being conceptually distinct, both time-based and strain-based conflicts are found to share a number of sources within the work and family domains” (Greenhaus and Beutell, 1985).

2.5.3 Behaviour-Based Conflict

The last kind of work-family conflict is behaviour-based conflict. “When certain patterns of in-role behaviour become incompatible with expectations regarding behaviour in another role, behaviour-based conflict is said to occur” (Greenhaus and Beutell, 1985). To demonstrate this as an example, an aggressive, confrontational and assertive approach to problem-solving in a work environment may be considered out of place in the family setting wherein ‘a warm, nurturing and collaborative approach is more desired’ (Greenhaus and Beutell, 1985; Edwards and Rothbard, 2000). Behaviour-based conflicts, like strain-based conflict, illustrate a ‘negative spill-over’ from one domain to another (Edwards and Rothbard, 2000).
2.6 Outcomes of Work-Life Conflict/ Work-Family Conflict

The opposite of work-life balance is work-life conflicts and the latter occur when the pressures experienced in fulfilling one role makes the fulfillment of the other role impossible (Greenhaus and Beutell, 1985). Moreover, other authors have described it as when an individual does not feel that there is an excellent union of work and family roles and that this condition will result in the experience of negative outcomes because of interference between work and family duties (Frone et.al., 1996; Frone et.al., 1997; Frone and Carlson, 1999). Duxbury and Higgins (2001) countered that all stakeholders must work towards work and family balance. Moreover, (Gorrisen, 2009), based on other studies stated that work-family conflict negatively affect the different members of the work organizations as well as members of the family.

Duxbury and Higgins (2001) has shown that work and family conflicts are both an issue for the employer and the employee and that the inability to have this resolution will lead to outcomes of marital problems, reduced family and life satisfaction, and as such will affect the general health and well being of the employees due to stress, burnout, and depression. Moreover, as highlighted employees who experience work-life conflicts are stressed because they have perceived that then they do not have ascendancy in the fulfillment of the roles that they are supposed to assume and as such, they will be more likely to be absent from work or leave the organization later on because they lack the commitment and the motivation (Adams et.al., 1996; Boles and Babin, 1996; Boles et.al., 2001; Frye and Breaugh, 2004; Netemeyer et.al., 1996). Work-family conflict affect individual health and well-being, and this will ultimately modify a person’s performance of work and family roles in a negative way. Thus, workers who are struggling to balance their life and work, are likely to report chronic job stress (Lowe, 2005)

Work-family conflict, job autonomy, and workload were found to be associated with work exhaustion and job satisfaction. Exhaustion was negatively related to job satisfaction, as predicted, and job satisfaction was positively related to organizational commitment and negatively related to turnover intention, as predicted in both cases (Ahuja et.al., 2002). Aside from these associations, work-family conflict have been found to be generally negatively associated with various satisfaction
measures such as life satisfaction, marital satisfaction, family satisfaction and leisure satisfaction. The meta-analyses of Allen et.al. (2000) and Kossek and Ozeki (1998) found a negative relationship between work-family conflict and marital satisfaction, family satisfaction and life satisfaction.

2.7 Work-Life Balance/ Work-Family Balance

The term work-life balance has evolved to encompass not only what can be described as ‘family-friendly policies’ but including those policies which take into account the wide implications of family responsibilities. Nowadays, work-life balance pertains to policies such as flexible working arrangements that bestow upon the employees working provisions that will be able to strike a balance in both responsibilities at work and at home. (Redmond et.al., 2006) In this light, work-life balance is defined as “a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life,” and it linked with the concept of equilibrium, that “maintaining an overall sense of harmony in life” (Clarke et.al., 2004). Furthermore, it concerns about the analysis of the capability of the employees for instance, to “manage simultaneously the multi-faceted demands of life” (Hill et.al., 2001; Marks et.al., 2001; Tausig and Fenwick, 2001).

2.8 Strategies to Manage

An organization’s need to attract and retain valued employees in a highly competitive labour market is a strong motivating factor for increased organizational awareness and action with regard to human resource policies and practices that address work/life balance. Work-life balance (WLB) is an important area of human resource management that is receiving an increasing attention from government, researchers, management and employee representatives, and popular media (Nord et.al., 2002; Pocock et.al., 2001; Russell and Bowman, 2000).

WLB, from an employee perspective, is the maintenance of a balance between responsibilities at work and at home. Employees view the benefits or working conditions that they provide to help employees balance the family and work domains as work-life benefits (Bardoel et.al., 1998; Russell and Bowman, 2000). WLB strategies have been defined as those that enhance the autonomy of workers in the process of coordinating and integrating work and non-work aspects of their lives.
(Felstead et al., 2002). WLB strategies in an organizational setting include policies covering flexible work arrangements, child and dependent care and family and parental leave (Bardoel et al., 1998; Kramar, 1997).

Bhatnagar and Rajadhyaksha (2002) surveyed that the traditional Indian concept of marriage as a stable and permanent institution (as different from being “a contract”) perhaps makes it easier for Indian couples to neglect their spousal roles, as their parental roles become more demanding. Lockwood (2003) found that Communication is Key: Communication about work/life programs is essential. Although an organization may offer a rich menu of work/life benefits, the desired effect—yielding positive business results—is unlikely to occur if employees do not know about the programs or understand them (Lockwood, 2003).

2.8.1 Organizational/ Employer’s Initiatives

Several authors have emphasized that the management of dual-career employees requires innovative policies and the renewal of older, inappropriate policies that were once designed for traditional, single-career families (Green and Zenisek, 1983; Hall and Hall, 1980; Sekaran, 1986; Bruce and Reed, 1991). According to these authors, the effective management of dual career issues is found to be dependent on the willingness of an organization to change its culture and renew traditional management policies. Pierce and Delahaye (1996) furthermore argue that the management of dual-careerists is particularly challenging for line-managers. It is the line manager who plays an important role in the maintenance of an organizational culture that is supportive of dual-career employees’ special needs (Gorissen, 2009).

2.8.2 Work-Life Balance Policies

The creation and implementation of work-life balance policies can bear fruition that the organization is going to be identified as an employer of choice thereby ensuring that the company will be able attract and retain employees on a long-term basis (Redmond et al., 2006). One of the strategies mentioned to attaining work-life balance is flextime and compressed workweeks, which would assist employees to maximize greater enrichment at home, and these would spell higher job satisfaction and lower turnover intentions (McNall et al., 2010; Redmond et al., 2006; Byron, 2005; Mesmer-Magnus and Viswesvaran, 2005; Shockley and Allen, 2012). As the Vanier Institute (Duxbury and Higgins, 2001) states:
“Each person in the labour force, when considered as a family member, is a vital strand in the web of relationships that sustain not just the economy but also our families, our communities and our nation”.

The analysis of Duxbury and Higgins (2001) was able to come up with three employer strategies so that all three dimensions of work-life conflicts are abated and these are: perceived flexibility, ability to refuse overtime, and supportive management.

Based on Work-life Balance - Negotiators’ Guidelines (2006), employers who are deemed good admit that it is sound business practice to offer work-family enrichment to their employees and the benefits it furnishes to the management are as follows:

- Improved employee morale
- Increased productivity
- Staff retention
- Employee flexibility
- Loyal and motivated employees in a less stressful environment
- Reduction of absenteeism, sickness and stress (Duxbury and Higgins, 2001).

Likewise, a well-managed work-life balance will bring multiple benefits for employees and this includes:

- Greater control over their working lives
- The ability to strike a balance with life outside work
- Improved self-esteem, health, concentration and confidence
- Better relationships with colleagues and management (Duxbury and Higgins, 2001).

2.8.3 Work-Life Initiatives

Manuel and Ramos (2008) have classified work-life initiatives into five (5) categories namely, (1) Time-based strategies like flexi-time, telecommuting and job sharing; (2) Information-based strategies like relocation assistance, elder care resources, company work/life balance intranet; (3) Money-based strategies like leave with pay, scholarships for dependents; (4) Direct services like onsite childcare, concierge services and takeout dinners; and (5) Culture-change strategies like training or focus on employees’ performance not office face time.
In the article of Hechanova (2008) entitled “Work-Life Balance: The Philippine Experience in Male and Female Roles and Leadership,” work-life initiatives are clustered in three general categories those related to providing 1) flexibility in time and space, 2) family-related needs, and 3) personal development and well-being. There are a series of initiatives to increase the flexibility of workers to balance the needs of work and family. These include the following.

- Telecommuting or work at home
- Special Leave such as family care leave, death of a family member leave, and emergency leave
- Flexi time that allows workers to adjust their work schedules
- Compressed work week where workers spend longer hours in a day but less working days a week
- Job sharing (Hechanova, 2008).

On the other hand, as discussed in the same article, organizations have the tendency to categorize family-benefits among work-life balance initiatives. These may include the following:

- Housing loan
- Educational assistance for dependents
- Summer workshops for kids
- Food allowance
- Day care services
- Car loan
- Calamity loan
- Transportation service or allowance
- Salary loan (Hechanova, 2008).

Finally, the following cluster of work-life balance initiatives seek to establish that the continued growth and well-being of the individual worker are going to be sustained and these initiatives are as follows:

- Career planning/mentoring
- Career counseling
- Health and wellness programs and facilities
- Educational assistance for employees
- Stress management courses
• Study leave
• Personal interest seminars
• Resource library
• Personal counseling
• Outreach programs
• Family counseling
• Worship facilities
• Work-related seminars (Duxbury and Higgins, 2001).

2.9 Research Gap

From the above literature reviewed, it is clear that many but not much studies have been conducted in the field of problems and work-life conflicts among working women including working couples across world but:

• No comparative study has been conducted on problems and work-life conflicts among working couples in Indian companies and multinational companies in India.
• Research studies conducted in the area or working couples/dual-career couples are very scanty in Indian context. So, this area is almost ignored by researchers in India.
• The studies conducted on problems and work-life conflicts of the working couples working as independent professionals are also negligible in India.

So, the present study entitled” Management of Work-Life Conflicts among Working Couples” has been undertaken.

2.10 Formulation of Hypotheses

On the basis of the literature review and objectives, the following hypotheses are proposed chapter-wise:

Chapter 5: Demographics and Work-Life Conflict

H1 Personal demographics significantly impact overall work-family conflict.
H1a Personal demographics significantly impact work to family conflict.
H1b Personal demographics significantly impact family to work conflict.
H2 Spousal demographics significantly impact overall work-family conflict.
H2a Spousal demographics significantly impact work to family conflict.
H2b Spousal demographics significantly impact family to work conflict.
Family demographics significantly impact overall work-family conflict.

Family demographics significantly impact work to family conflict.

Family demographics significantly impact family to work conflict.

Chapter 6: Workplace Stressors/ Factors and Work-Life Conflict

Co-worker support has significant impact on work-family conflict of dual career couples.

Supervisory support has significant impact on work-family conflict of dual career couples.

Job competence has significant impact on work-family conflict of dual career couples.

Role ambiguity has significant impact on work-family conflict of dual career couples.

Self employee control has significant impact on work-family conflict of dual career couples.

Organizational employee control has significant impact on work-family conflict of dual career couples.

Personal time management has significant impact on work-family conflict of dual career couples.

Family time management has significant impact on work-family conflict of dual career couples.

Job autonomy has significant impact on work-family conflict of dual career couples.

Overtime facility has significant impact on work-family conflict of dual career couples.

Practicing overtime has significant impact on work-family conflict of dual career couples.

Flexibility has significant impact on work-family conflict of dual career couples.

Travel has significant impact on work-family conflict of dual career couples.

Arguments have significant impact on work-family conflict of dual career couples.

Female stereotypes have significant impact on work-family conflict of dual career couples.

Male stereotypes have significant impact on work-family conflict of dual career couples.
Chapter 7: High Performance Work Practices (HPWPs) and Work-Life Conflict

**H1** HPWPs help to reduce work to family conflict.

**H1a** HPWPs help to reduce time-based work to family conflict.

**H1b** HPWPs help to reduce strain-based work to family conflict.

**H1c** HPWPs help to reduce behaviour-based work to family conflict.

**H2** HPWPs help to reduce family to work conflict.

**H2a** HPWPs help to reduce time-based family to work conflict.

**H2b** HPWPs help to reduce strain-based family to work conflict.

**H2c** HPWPs help to reduce behaviour-based family to work conflict.

**H3** HPWPs help to reduce overall work-family conflict.

Chapter 8: Work-Life Conflict and Its Outcomes

**H1** Time-based work to family conflict is significantly negatively related to satisfactions (i.e. career satisfaction, job satisfaction, life satisfaction, and family satisfaction).

**H1a** Time-based work to family conflict is significantly positively related to intentions to resign.

**H2** Strain-based work to family conflict is significantly negatively related to satisfactions.

**H2a** Strain-based work to family conflict is significantly positively related to intentions to resign.

**H3** Behaviour-based work to family conflict is significantly negatively related to satisfactions.

**H3a** Behaviour-based work to family conflict is significantly positively related to intentions to resign.

**H4** Time-based family to work conflict is significantly negatively related to satisfactions.

**H4a** Time-based family to work conflict is significantly positively related to intentions to resign.

**H5** Strain-based family to work conflict is significantly negatively related to satisfactions.

**H5a** Strain-based family to work conflict is significantly positively related to intentions to resign.
**Review of Literature**

**H6** Behaviour-based family to work conflict is significantly negatively related to satisfactions.

**H6a** Behaviour-based family to work conflict is significantly positively related to intentions to resign.

**H7** Work to family conflict is significantly negatively related to satisfactions.

**H7a** Work to family conflict is significantly positively related to intentions to resign.

**H8** Family to work conflict is significantly negatively related to satisfactions.

**H8a** Family to work conflict is significantly positively related to intentions to resign.

**H9** Overall work-family conflict is negatively significantly related to satisfactions.

**H9a** Overall work-family conflict is positively significantly related to intentions to resign.

**Chapter 9: Strategies to Manage Work-Life Conflict**

**H1** Dependent care practices significantly impact overall work-family conflict.

**H1a** Dependent care practices significantly impact work to family conflict.

**H1b** Dependent care practices significantly impact family to work conflict.

**H2** Flexible scheduling practices significantly impact overall work-family conflict.

**H2a** Flexible scheduling practices significantly impact work to family conflict.

**H2b** Flexible scheduling practices significantly impact family to work conflict.

**H3** Career development benefits significantly impact overall work-family conflict.

**H3a** Career development benefits significantly impact work to family conflict.

**H3b** Career development benefits significantly impact family to work conflict.

**H4** Flexible technology use significantly impact overall work-family conflict.

**H4a** Flexible technology use significantly impact work to family conflict.

**H4b** Flexible technology use significantly impact family to work conflict.